

UNIVERSITY OF KWAZULU-NATAL

Exploring the impact of organisational change on employee morale

By

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DECLARATION

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ABSTRACT

Organisations implement changes that will enable organisations to grow and thrive. These changes lead to uncertainty. Managing change requires a leader to effectively communicate the vision of the change, and when done correctly, respect and allegiance are some of the benefits that can be expected. When a change is poorly implemented, it can have a negative impact on the organisation. Open-ended and closed-ended questions were utilised to assess the impact of changes employed by management on employee morale and to answer the following question: How do employees perceive the changes employed by management, and how do these changes influence employee performance? These management changes, as well as the variety of leadership styles that accompany them, would have an impact on employee morale. The research was both descriptive and exploratory in nature. A sample size of 85 employees was chosen using a systematic random sampling technique. Questionnaires were electronically administered to these respondents who were reachable via WhatsApp to collect primary data. Closed-ended questions were analysed using SPSS and Survey Monkey. The open-ended questions were used to elicit the opinions and perceptions of the respondents. Thematic analysis was used to examine open-ended questions. According to the findings of the research, there is a positive relationship between changes implemented by management, leadership style, and staff morale. The study also indicated that the majority of respondents were informed about upcoming changes before they were implemented, and top managers were the first point of contact. The information, however, does not appear to have been passed on to the staff.

Keywords: Change Management; Employee Perception and Employee Morale

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Chapter 1: Introduction

1.1 Background of the study

Organisations are continuously changing to keep up with the rapidly changing conditions of the environment. Being effective in the provision of quality products and services is also a motive for organisational change. For organisations to sustain themselves and adapt to the change, it becomes necessary to transform with the change, which requires redesigning other business strategies, structures, policies, processes, etc.

According to Shah et al. (2017), the success of organisations is dependent on its employees as they are the ones that implement the change. Many organisations are also realising that the best asset that they have for sustainable competitive advantage is their human capital, which must be managed well at all times even during the time of organisational change (Armstrong, 2011).

When change is implemented in an organisation, its management, employees, and stakeholders are affected (Stouten & Rousseau, 2018). The impact of organisational change from an employee perspective needs to be understood. Employees may feel insecure, which may lead to uncertainty, anxiety and fear of the unknown future, job loss, not being able to meet the work quality expectations of the employer, etc. The actions of the management during a period of transition will either have a balance of contrary forces impacting on employees and the whole organisation (Hough et al., 2011).

The KwaZulu-Natal Department of Social Development (KZN DSD) is a provincial department in KwaZulu-Natal (KZN) province that provides social welfare and community development services in partnership with stakeholders to the vulnerable citizens of KwaZulu-Natal. People with disabilities, children, youth, families, women, the elderly, and HIV&AIDS infected and impacted households are among the vulnerable populations targeted by the KZN DSD (Department of Social Development, 2020/2021 Financial Year).

The KZN DSD's head office is in Pietermaritzburg and there are various business units within the KZN DSD. The Department has undergone significant structural, leadership and other changes in management from December 2018 to date. Some of the changes include change of organisational structure, change in the name of business units, change of management, change in duties, reporting lines and working conditions.

The prevalent mood among the employees is one of anxiety, and morale has suffered as a result. This has harmed staff performance in terms of work planning, and work assignments appear to be

communicated at the last minute. The purpose of this study is to see how changes employed by management affect employee morale.

The goal of this research study is to determine how employees feel about recent organisational changes as well as determine how management changes affect employee morale and to answer the following questions: What impact do management changes and different leadership styles have on employees? also, what effect do these adjustments have on employee performance? Employee morale would suffer as a result of these management shifts, as well as the range of leadership styles that come with them. The problem statement will be covered in this chapter, followed by the research goal. The study objectives are then listed, followed by the research questions. Finally, the study's contribution as well as its justification are offered.

1.2 Statement of the Problem

The problem is that the organisational changes introduced appear to be exhibiting symptoms that are negatively impacting employee morale at KZN DSD. Employee morale appears to have suffered as a result of the general anxiety among the workers. The goal of this research study is to determine how employees feel about recent organisational changes as well as determine how management changes affect employee performance and to answer the following questions: What impact do management changes and different leadership styles have on employees? also, what effect do these adjustments have on employee performance? Employee morale would suffer as a result of these management shifts, as well as the range of leadership styles that come with them.

Several studies have been conducted to indicate that motivated employees are creative and perform better. The study conducted by Sidikova (2011) confirmed in theory and practice that the motivation of employees were affected by change initiatives. Motivation and communication had a high correlation with change effectiveness and also represented high significance as predictors of the effectiveness of the change, in a study by (Gilley et al., 2009). Another study was conducted by Sauermann and Cohen (2008) which revealed that individual motives have an impact on innovation and performance. The study also suggested that individual motives as well as the quality of work were affected by the change.

Weber and Weber (2001) examined three dependent variables i.e., trust in management, perception on supervisory support for employee improvement and readiness of organisational change, and four independent variables i.e., employee participation, clarity of the goal, feedback and autonomy. Survey questionnaires were used as the study revealed that all variables had a positive impact on employee perception.

Maheshwari and Vohra (2015)'s study revealed that training, culture, communication, leadership, technology and cross functional integration have a positive influence, if implemented correctly, on employee perception which decreases resistance and increases commitment to the change. Employees' perception had a positive effect on the impact of the change process on a research study conducted by Marangu (2012). This was noted on stakeholder interest and profitability of the organisation. A positive active participation of senior management was also revealed in the study.

Most of the literature on the impact of organisational change focuses on the performance of employees and is limited to either qualitative or quantitative research. The researcher opted to use the following constructs that affect employee morale during organisational change i.e., leadership style, employee perception, communication during the change, motivation of employees and employee participation. The researcher is motivated to using a ~~mixed~~ mono method and the above-mentioned constructs to make the assessment and explore this research gap.

1.3 Research Aim

The aim of the study is to find out how management changes affect employee morale and to address the following question: how do employees see the changes employed by management and different leadership styles?

1.4 Research Objectives

The following are the study's research objectives:

1. To determine what are the perceptions of employees towards the changes implemented by management.
2. To establish how the current leadership style is perceived by employees.
3. To ascertain the morale of the staff in the department.

1.5 Research Questions

The following research questions will be addressed in this study:

1. What is the perception of employees towards the management changes?
2. How is the current leadership style perceived by employees?
3. How is the morale of the staff within the department?

1.6 Contribution of the Study

Organisations that use this research as a tool to increase employee performance, morale, and motivation will benefit from this study. It's also a tool for the government to utilise as a benchmark to see if methods used by managers during times of change were well-executed and to identify areas for development. Conducting the research will also be advantageous to both management and junior employees at KZN DSD. Management will benefit because junior staff members will be able to express their views on the management transition and its impact. Management will be able to consider implementing proposals that they think are vital for operational success. Junior employees will gain since their opinions will be heard and documented for management to consider when making decisions.

The research will also benefit the broader organisation because low morale in human capital can have a detrimental influence on other stakeholders in terms of organisational productivity. Furthermore, the impact of management changes on employee morale is determined in this study, as well as the relationship between issues such as leadership style throughout organisational transition and how these changes affect employee performance. Employee morale would be impacted by these management changes, as well as the variety of leadership styles that come with them. As a result of this research, managers and leaders in the organisation will be able to evaluate and utilise tools to motivate and increase employee morale, and hence the organisation's overall performance.

1.8 Justification of the Study

The study is justified because implementing the recommendations will increase staff morale, productivity, and leadership abilities at the KZN DSD. Issues do not exist in isolation (Render et al., 2012). If the researcher does not examine the impact of management changes on staff morale on the Department, then the problem may have a ripple effect and have a negative influence on services provided to all stakeholders of the Department.

1.9 Chapter Outline

The research study contains six chapters. The following is a summary of the contents of each chapter:

The study is introduced in the first chapter.

The reviewed literature is presented in Chapter 2.

The research methodologies are outlined in Chapter 3.

The examination of the data obtained is covered in Chapter 4.

The study's findings are discussed in Chapter 5.

Recommendations and a conclusion are provided in Chapter 6.

1.10 Summary

The purpose of this study is to see how employees react to recent organisational changes as well as determine how management changes impact employee morale and to answer the following question: How do these changes affect employee performance, and how do employees perceive these changes? These management changes, as well as the range of leadership styles that come with them, would have an impact on employee morale. Employee motivation, employee participation and communication would also be affected during the change. The study's background was also explained in this chapter. The problem statement was then discussed, followed by the research goal. Following that, the research objectives and research questions were outlined. Finally, the study's contribution as well as its justification were provided. The next chapter examines the theoretical framework and empirical research surrounding change management and its impact on employee performance.

Chapter 2: Literature Review

2.1 Introduction

Theoretical framework and empirical literature around change management and its impact on employee morale will be reviewed in this chapter. The constructs being assessed in this research are the changes implemented by management and the impact it has on the perception of employees, the leadership style perceived by the employees and the morale of the staff during the period of transition.

Kurt Lewin's Change Model, Kotter's Eight Steps for Change, and McKinsey's 7S Model will be used to explore the relationship between these constructs. It is also necessary to review relevant literature, identify gaps, and include on the discussion in order to grasp the notion of change management. Discussing leadership style during organisational change, employee performance and organisational change, employee morale and organisational change, employee perceptions and organisational change, communicating the change, and employee motivation and participation during the change are also essential.

2.2 Change Management

According to Hough et al. (2011) the influence of change is inevitable in organisations. The environment that organisations operate in is constantly changing. Change cannot be stopped or avoided (Jalagat Jr, 2016). Challenges exist and organisations must find new and improved methods for productivity.

Setyanto et al. (2019) describe change management as approaches such as preparations, support, assisting teams and individuals for a change in an organisation to occur. According to Turner (2017), change management is dependent on people concerned, form of business being run and actions taken during the change. Gwaka et al. (2016) state that change management must be a structured procedure for managing employees, technology and processes following environmental changes, with the aim to coordinate the business strategies in parallel with the external changes, for the organisation to remain competitive.

Literature is broadly available on different perspectives on how to manage change and from several disciplines (Gwaka et al., 2016). The management of change has become relevant as it may bring desirable and undesirable outcomes (Jalagat Jr, 2016). According to Cameron and Green (2012) there are three perspectives to change. Change can occur at individual, team, and organisational levels.

Individuals go through changes and learning comes with individual change where one is expected to find new techniques or learn new methods or unlearn old ways and we learn differently.

Cameron and Green (2012) identified four approaches for individual change consideration:

- behavioural approaches and rewards/punishment to change behaviour. Therefore, the correct reward strategies must be in place.
- cognitive approaches for positive reframing i.e., setting targets and coaching to accomplish outcomes. Therefore, the goals that are set must be linked to motivation.
- psychodynamic approach, which relates to what's going on in our minds regarding change. Therefore, understanding the emotional state of employees is a must and should be treated as individuals.
- humanistic approach, which is about development, growth and maximizing the potential. Therefore, employees desire to learn and improve, and supervisors must recognise this.

On the contrary, Flood and Fennell (1995) provide two perspectives to organisational change. Firstly, one being a rational and strategic process based on the notion that organisations will select and undertake a new plan to adapt to the change. Secondly, change is evolutionary as during the transition resistance is experienced but organisations at a later stage, adjust. Hussain et al. (2018) also identified two perspectives to organisational change, which is proactive and reactive change. When the organisation is forced by internal and external forces to change that is reactive change and proactive change occurs when the organisation decides to change on its own accord.

Organisational change happens in different shapes and so does the level of complexity (Coetzee et al., 2014). Organisational change occurs at three levels of change management: enterprise change capability, which is changing in relation to the evolving world; individual change, which relates to the essential information that the individuals must receive to demonstrate the new processes; and initiatives change management refers to changes and resources to assist those affected by the change (Setyanto et al., 2019).

Okeke et al. (2019) argue that organisational change occurs in changes of mission, strategy, structure, operations, technology, aligning employees to the structural direction of the organisation, behaviour and attitude of employees and countering employee resistance. Responding to change can affect the organisational structure, strategy, system and mission (Turner, 2017).

The goal for a leader when executing change is to change the performance of the organisation for the better (Coetzee et al., 2014). The transition from resistance to acceptance requires continuous support

indicating such phases (Gwaka et al., 2016). According to Coetzee et al. (2014), for leaders to favourably execute the change, they must alter the follower's: perception, behaviour, and attitude. The minds and hearts of people are impossible to capture without a great deal of credible communication using all existing avenues of communication to sow the vision, for the change to be successful (Kotter, 2007).

2.3 Theoretical Framework

To explain the path of the research, theoretical and conceptual frameworks are used as a foundation for theoretical concepts to create credibility (Adom et al., 2018). The use of a theoretical framework will present and describe theories that will justify the existence of the research problem of this study. The significant changes in organisations have sparked interest in theories of change management and various models have been developed (Aldemir, 2010). It is vital for organisations to constantly evolve in order to continue being relevant (StartupTalky, 2021). Therefore, using a framework is important as it is a foundation on which to build the research, based on existing theory (Adom et al., 2018).

Each model presents its own context and background in a discipline. Therefore, a sound change management approach is vital. The knowledge base of change management in the organisational environment is underpinned by Kurt Lewin's Change Model, Kotter's Eight Steps for Change, McKinsey's 7S Model, and The Competing Values Framework.

2.3.1 Kurt Lewin's Model

Gwaka et al. (2016) describe Lewin's model as the most dominant framework in planned changes. The model is effective and provides a method for the transition to be easier (StartupTalky, 2021). Lewin (1951) proposed three positions that occur in the organisational change process. The first position is Unfreezing, which is the present position, resisting and the wanted state is being envisaged. The unfreezing stage is being described as generating motivation for change (Cameron & Green, 2012). Therefore, it is preparing and making employees aware of the change and the reasons behind the change (StartupTalky, 2021). It is, therefore, crucial for employees to be informed of the change and to be motivated to change. At this stage, the need to unlearn old ways is prevalent, before learning new ones.

The second position is Changing, which is advancing to the novel position (Gwaka et al., 2016). At this stage change is beginning to take shape as new ideas and strategies to implement the change are being developed (StartupTalky, 2021). The Changing stage is described as learning from the old concepts and new ones (Cameron & Green, 2012). A considerable amount of pre-planning is required at this stage to be better prepared and to apply alterations or improvements to the plan (StartupTalky, 2021).

The last position is Refreezing, which is the new stable position which is encompassed by policies, new operating standards and compensation (Cameron & Green, 2012). The Refreezing stage is about adopting the new concepts. Therefore, the model explains the transition from a known to an unknown state as the future is undefined (Hussain et al., 2018).

The advantage of this model is that it is easy to implement and does not interfere with the workflow, as it allows the organisation to get equipped with embracing and executing the required changes and provides stability after the implementation (StartupTalky, 2021). Additionally, the model is efficient and successful in planned organisational changes (Hussain et al., 2018). This may be an advantage but may also be a disadvantage in the case of unplanned organisational changes. The first disadvantage associated with the model is the insecurity of employees in terms of delivering the required performance as per the changes implemented (StartupTalky, 2021). Furthermore, the last stage, Refreezing, takes long for the organisation to stabilise and adjust to the new changes.

Theory on change has been reviewed and adapted by many researchers since its inception (Gwaka et al., 2016). Schein, a researcher in individual, organisational and cultural change discipline, expanded on Lewin's model (Cameron & Green, 2012). Schein identified two anxieties for undergoing change: learning and survival anxieties. Learning anxiety relates to failure and exposure, whilst survival anxiety relates to four concerns to fear: transitory incompetence, anxiety about being disciplined for the incompetence, personal identity fear and loss of team membership affiliation anxiety (Cameron & Green, 2012). To successfully execute transformational change, survival anxiety must exceed learning anxiety which must stay reduced (Cameron & Green, 2012).

2.3.2 McKinsey's 7S Model

This framework focuses on the seven elements that are attached and configured together for superior organisational performance: strategy, system, structure, style, staff, skills and superordinate goals (Whittington et al., 2020). Five uses of the framework are identified on Creately (2021):

- effective execution of strategies.
- examine the different elements working together.
- Enable change management process.
- Assist in aligning processes.
- Management support during strategy implementation and management of change

Waterman Jr, Peters and Phillips (1980) believe that the relationship between these elements and their interaction results in effective organisations. The framework suggests that the ability for an organisation to change relies on all seven elements which are interconnected. In terms of systems thinking, these elements cannot be understood in isolation as they are interconnected and interdependent, the whole emerges from their interactions (Jackson, 2011). Therefore, change can occur in any of the seven elements. In the framework there are hard and soft elements (Creately, 2021). The hard elements, such as strategy, systems, and structure, are easy to define, identify, and have an impact on management, however the soft elements, such as skills, staff, style, and superordinate goals, are harder to articulate (Whittington et al., 2020).

The strategy constitutes a plan an organisation established for competitive advantage (Creately, 2021). The plan must be long-term should include deliberate, emergent, cumulative and logical patterns of strategies that recognise differentiation as a form of competitiveness as well as imitation (Whittington et al., 2020). Armstrong (2011) states that it is forward-looking and provides a direction of where you are going and how to reach that destination. It must be communicated at all levels of management as well as team members to attain the company goals (Whittington et al., 2020). In today's environment that is constantly changing, organisations must also constantly review their strategy in order to stay agile and sustain their competitiveness (Forbes, 2021). Placing accountability of employees on their responsibilities is also part of the strategy (Jalagat Jr, 2016).

The function of a structure is splitting responsibilities and the provision of synergism (Waterman Jr et al., 1980). It is the organisational chart of how different business units and divisions are organised (Creately, 2021). Lumen (2020) concurs that it includes reporting structures and the organisation of teams and business units in the organisation. Transformational change that transpires in organisational structure is radical and essential i.e. re-engineering business processes, etc. (Jalagat Jr, 2016).

Systems include core processes and daily activities (Creately, 2021). Jalagat Jr (2016) defines it as how business gets done. Whittington et al. (2020) identified two subdivisions of systems. On the first subdivision system, importance is placed on controlling inputs (financial resources, human resources) or outputs (achieving targets, meeting market competitiveness). On the second subdivision system emphasis is placed on (strict monitoring and supervision) or indirect controls (desired performance is achieved with relaxed monitoring and supervision). Therefore, these are procedures used to achieve company objectives (Lumen, 2020).

Style has relevance to the leadership style of managers in the organisation (Whittington et al., 2020). It includes behaviour, actions and the interaction of management (Creately, 2021). The culture of the organisation may be influenced by the behavioural style of managers (Whittington et al., 2020).

Goleman (2000) identified six relationship-oriented leadership styles that a leader can select depending on any situation: Coercive, Authoritative, Affiliative, Democratic, Pacesetter and Coaching styles. Choosing the right style is imperative for achieving unity (Lumen, 2020).

Staff refers to the human resource asset, which are employees (Creately, 2021). This connotes the number of employees required and makes reference to recruitment and selection (Jalagat Jr, 2016). Whittington et al. (2020) concurs that the talent that is recruited in the organisation, how they are developed and compensated contributes immensely on the aim of this element. The knowledge and skills of employees is one personal source of upward influence and benefit to managers (Daft, 2018). Employee engagement and motivation are also part of this element.

Skills includes the human resource competencies which are important for achieving competitive advantage (Creately, 2021). According to Whittington et al. (2020) these are skills ingrained in the business as a whole. In order to strengthen the skills and capabilities, training and development is required (Lumen, 2020). During the times of change the focus on what skills are required to strengthen the strategy, structure, etc. (Jalagat Jr, 2016).

The superordinate goals relate to the purpose of the organisation which is displayed in the organisational objectives, vision, mission and shared values (Whittington et al., 2020). They are also referred to as shared values and regarded as the building block for the other six elements (Creately, 2021). According to Jalagat Jr (2016) this connotes the norms and standards that guide the behaviour of employees.

2.3.3 Kotter's Model

There is various literature available on managing change and Kotter's Model is one of the dominant frameworks. During transformation, some organisations will not successfully transform, and their change efforts will fail (Aldemir, 2010). The reason for the failure is a result of management not realising that change is a process and develops into stages that augment one another (Kotter, 2007). The model is centred around leadership (Aldemir, 2010).

The following eight steps were suggested by Kotter in implementing organisational change: Creating urgency; 2. Formation of a guiding alliance; 3. Vision Creation; 4. Communication of the Vision; 5. Empowering activities; 6. Short-term wins created; 7. Sustaining the change; and lastly, 8. Institutionalising the change (Kotter, 2007). Furthermore, for the transformation to be successful actions required were identified and risks for watch out for on each of the steps. Additionally, the model shares reasons why businesses fail when implementing change and provides insights on how change can be

led successfully. Kotter advises against skipping any of the stages and the error associated with each as it may be detrimental to the organisation's transformation and reduce the impact already made.

In his model, Kotter states that for transformation to be successful a great deal of motivation for the individuals to cooperate to yield noticeable efforts (Kotter, 2007). It is important to assemble a team of powerful leaders to lead the change for the vision to be achieved (Richesin, 2011). Therefore, leadership is an integral part of the model. People must be provided with clarity and an understanding of the plans and strategies for the vision to be conceived i.e. the direction where the organisation is heading in terms of the change (Aldemir, 2010). Change that is unsuccessful is often filled with strategies, plans and programmes but lacks vision (Kotter, 2007).

The vision needs to be communicated using all available resources to establish a common understanding (Aldemir, 2010). Odor (2018) states that it is a common practice that organisations plan the change in isolation; fail to communicate, align and involve the implementers of the change and contemplate subordinate to consent. Obstacles to the vision also need to be removed by getting more people involved (Kotter, 2007). By removing the obstacles empowers others to realise the vision (Richesin, 2011). Obstacles that block transformation include structure, performance measurement system, compensation, etc. (Kotter, 2007).

Short-term goals and wins must be created (Aldemir, 2010). Kotter (2007) believes that transformation is a long-term process and to sustain momentum, short-term goals need to be set and celebrated when achieved. Performance improvements have to be visible and those that are responsible for it have to be rewarded (Richesin, 2011).

Kotter (2007) warns that new processes are delicate, fragile and influenced by regression, therefore, transformation must descend from top to lower-level positions in the organisation. Short-term victories must be consolidated to produce more change as it takes many years for the change to sink into the organisational culture (Richesin, 2011). The changes that assist in increasing organisational performance must be institutionalised and be reflected in the norms and standards (Kotter, 2007).

The advantage of using the model is that it is predictable, manageable, not complex and with clear understandable steps (Aldemir, 2010). Being mechanical and its relevance to large businesses is one of the criticisms of the model (Odor, 2018). Additionally, other researchers have criticised the model to be based on a singular process and its disregard of input of employees in the transformation (Odor, 2018).

2.3.4 The Competing Values Framework

Among the dominantly utilised empirical frameworks in organisations is the Competing Values Framework (CVF) (Morais & Graca, 2013). Denison and Spreitzer (1991) state that the framework is used and applied in several studies including leadership development and organisational change. It originates from Cameron and Rohrbaugh in 1983 and is concerned with strengthening efficient leadership, develop the effectiveness of the organisation and encourages value creation (DeGraff, 2016). According to Yu and Wu (2009) the CVF is used to look into the effects of organisational culture on transformation dimensions as well as performance. It is also used in the organisational culture discipline (Melo et al., 2014). Cameron and Green (2012) concur stating that it is a model of organisational culture across horizontal and vertical axes that offers four probable cultures.

The CVF relies on factors that make organisations effective and relates to individuals as well as businesses to improve performance (Cameron & Quinn, 2011). Initially, the framework had thirty-nine indicators that measured the effectiveness of an organisation, but, was later compressed to two dimensions and four quadrants (Lincoln, 2010).

Cameron and Quinn (2011) state that the framework consists of four quadrants: Collaborate, Create, Compete and Control and with each being a way of seeing, being, managing and organising the organisation, as indicated in Table 2-1. The four quadrants are also called the organisational culture types (Melo et al., 2014). Daft (2018) states that the four categories or quadrants are categories of culture associated with the fit among cultural values, strategy, structure and the environment.

The CVF theory characterises organisations as consisting of two dimensions which denote apparent perspectives (Morais & Graca, 2013). The emphasis on the first dimension is on decentralisation and flexibility in opposition to centralisation and control over processes whilst on the second dimension, the emphasis is on the orientation of the organisation towards its internal environment and process in opposition to the external environment and its stakeholders, i.e., customers, competitors, suppliers, etc.

According to Cameron and Quinn (2011) some organisations are considered effective if they display flexibility and adaptability and some if they exhibit stability and control. Similarly, some organisations focus on internal processes to be successful whilst others are effective when they are committed to competitive external positioning.

Table 2-1

The Competing Values Framework

| | | | |
|---------------------------------|-------------------------------|------------------------------|-------------------------------------|
| Internal Focus & Integration | Flexibility & Discretion | | External Focus & Differentiation |
| | Collaborate (Clan) | Create (Adhocracy) | |
| | Control (Hierarchy) | Compete (Market) | |
| | Stability & Control | | |

Source: Adapted from *Making Sense of Change Management*(225), by E. Cameron & M. Green, 2012, Kogan Page Limited. Copyright 2012.

According to Meloa et al. (2014) the Collaborate quadrant is inclusive of the human resources, processes and the drive that bring about collaboration and cooperation . Therefore, “things are done together” (DeGraff, 2016). Shared values, commitment, involvement and communication are traits shared by people in this quadrant (Cameron & Quinn, 2011). Leaders play the role of being mentors and facilitators (Melo et al., 2014). Therefore, the emphasis on this type of organisation is on teamwork, self-managed work teams, development of employees, empowerment of workers, employee participation, involvement of staff, cohesion and employee morale (Lincoln, 2010).

The second quadrant is Create, which refers to innovative, dynamic, entrepreneurial organisations and visionaries (Cameron & Quinn, 2011). Melo et al. (2014) describe visionaries as people that facilitate adaptation and transformation. Flexibility, creativity and experimentation are reflected in the people that fall in this quadrant as they want to “do things first” (DeGraff, 2016). Organisations in this quadrant succeed in taking risks and thrive in volatile, uncertain, complex and ambiguous environment (Lincoln, 2010).

The third quadrant is Compete, which refers to organisations that have the objective to earn revenues and are market competitive (Yu & Wu, 2009). Cameron and Quinn (2011) defines people in this quadrant as being aggressively competitive and associated with achievement. The emphasis is on defining objectives, planning, being task-oriented and winning (Melo et al., 2014). According to Lincoln (2010) strong and ambitious leaders that are also demanding competitors are in this quadrant. Organisations that fall in this quadrant “do things fast and with speed” (DeGraff, 2016).

The fourth quadrant is Control; and predictable and dependable processes, people and purposes are associated with it (Cameron & Quinn, 2011). Responsibilities are well-defined, rules and procedures

are standardised and the organisational structure is clear in this quadrant (Yu & Wu, 2009). The emphasis is on stability and continuity in the internal processes (Melo et al., 2014). The leaders in this cultural quadrant are expected to be coordinated, organised and employ costs-saving initiatives (Lincoln, 2010). Therefore, organisations that fall in this quadrant “do things the right way” (DeGraff, 2016).

The emphasis on the CVF is that no culture is prevailing over other cultures (Cameron & Quinn, 2011). Therefore, all four cultures in the framework are recommended as archetypes (Morais & Graca, 2013). Effective leaders are ones that are able to employ simultaneous leadership roles based on the four quadrants (Melo et al., 2014). Therefore, management must react with appropriate action to the pressure created amongst these competing values in the form of practices, procedures, etc.

The advantage of using the model is that the CVF is applicable in multiple levels of analysis (Denison & Spreitzer, 1991). For example, the four quadrants used to define the cultures can be applied in leadership development, leadership effectiveness, leadership roles and the leadership skills required. Furthermore, Denison and Spreitzer (1991) identified that the CVF makes a substantial contribution and its technique and tools are innovative, well-integrated as it can be applied in individuals as well as organisation level. However, Morais and Graca (2013) noted that prosperous organisations tend to be more differentiated than the less thriving ones.

Leadership is key in the application of the CVF (Morais & Graca, 2013). According to (Denison & Spreitzer, 1991) in order to change an organisation, an examination of the linkages of fundamental values, structures of the organisation and individual meaning is required. To completely grasp the notion of change management, it is also vital to discuss in detail leadership style, staff morale, employee perception and communication during the change process as they seem to be dominant concepts in the three frameworks discussed above.

2.4 Leadership style during organisational change

One of the functions of leaders in an organisation is to create direction through the vision and strategy (Daft, 2018). According to Pretorius (2009), the acceptance of management as leaders is one of the major determinants of success or failure of managers in their careers. When a change is implemented, the leadership style must also change and adjust to the latest procedures when involving employees, clients, suppliers, and other stakeholders (Odenyo & Kerongo, 2014).

Crucial management functions such as adapting to change, mapping out, organising, assigning, clearly communicating, motivating co-workers and continuously producing innovative ideas are key in

managing an organisation through change (Wanza & Nkuraru, 2016). Employees can grasp the need for change and the opportunities that change will offer if they are led by effective leaders Caulfield and Senger (2017).

According to Wanza and Nkuraru (2016), both leadership and managerial skills are required from managers to get activities done and to encourage employees to change to the required direction, respectively, as it is difficult to separate them. However, Daft (2018) states that the style of a leader relies on, somewhat, attitude about humanity, which are beliefs as well as feelings on what encourages people.

Grunberg et al. (2008) state that the changes in the working environment often fail to indicate, for instance, the influences of the unstable conditions: what it is like for the workforce. Most of the research on leadership is limited in offering models for mastering leadership, however, most investigations focus on characteristics, styles, situational contexts, interactions, actions and action logics (Pretorius, 2009).

According to Daft (2018), there are two types of behaviour categories: Consideration behaviours and initial structure. The consideration behaviours are concerned with the extent to which a leader cares about the followers and includes respecting their views, ideas, and feelings; thus, establishing mutual trust. Other examples of consideration behaviours include showing appreciation, listening to problems, seeking inputs from subordinates, etc. The initial structure is concerned with the task-oriented lengths of a leader and how followers are directed in terms of duties to reach a goal. Examples of initial structure comprise of supervising employees in their duties, ensure their commitment, arranging and providing explicit work schedule, dictation ruling, etc.

2.5 Employee performance and organisational change

Successful knowledge management and the foundations of organisational effectiveness are a thorough awareness of the value of human capital (Morais & Graca, 2013). Diamantidis and Chatzoglou (2019) concur that organisations focus on exploiting their human capital, especially, employee performance for strategic competitive advantage. Employee performance is important in an organisation as it determines the success and profitability of the organisation (Methode et al., 2019). Therefore, a well-defined method to measure and evaluate the employee's contribution and their capability is a crucial part of managing employees; and ultimately align them to the strategy of the organisation (Diamantidis & Chatzoglou, 2019).

Management must take into consideration influences on employee performance (Wanza & Nkuraru, 2016). There are numerous influences on employee performance (Saeed et al., 2013). Shaikh et al.

(2017) assessed the following three factors that affect employee performance in their quantitative study: motivation, job stress and communication in Pakistan. The researchers used a questionnaire in the collection of data, a Likert scale and multiple regression to analyse the data. The study revealed that employee performance is highly defined by job stress, motivation, and communication factor. Other factors such as physical stress, psychological stress, organisational stress, etc., were also connected to employee performance. In their quantitative study, Saeed et al. (2013) used independent variables: financial reward, organisational culture, job content and manager's attitude, and this influenced the dependent variable, employee performance, in a positive way. Personal problems were also tested and found to impede on performance.

Research on factors affecting employee performance by using the three constructs: 1. Firm-related Factors, i.e., management support, training culture, organisational climate, etc., 2. Job-related Factors, i.e., affirmation of employees by management, intrinsic affirmation, intrinsic motivation, personal competence of employees, personal belonging of employees, etc., 3. Employee-related Factors, i.e. employees taking charge of effort to improve the organisation, employees given a voice to make suggestions, and be innovative, adaptability, etc., was conducted by Diamantidis and Chatzoglou (2019). Their study was on small and medium-size businesses and used structured questionnaires distributed to employees and human resource managers to collect data. The respondent's answers were confined to a 5-point Likert scale. The findings indicated that the support from management and the Job-related Factors had substantial effects on employee performance. Job performance was also directly influenced by intrinsic motivation and adaptability.

Change is often resisted by employees in the organisation and the key reason for the resistance is adjusting the current individual or organisational identities (Daniel, 2019). Adjusting to a new identity may cause anxiety and frustration, etc., and further argues that change is a process that is intended to empower employees.

In a cross-sectional research on the influence of corporate transformation on the performance of staff, by Methode et al. (2019), as shown on Table 2-2, that targeted a population of 163 workers among in a banking sector in Burundi, the researchers employed a closed-ended questionnaire and the respondent's answers were confined to a five-point Likert scale. The independent variable: organisational change which incorporated strategic changes, structural changes and technological changes. The dependent variable: employee performance which incorporated work quality, effectiveness and timeliness. Employee performance is affected by structural, strategic, and technical changes, according to the study.

Kinoti (2015) completed a case study-based research in 2015, as depicted in Table 2-2, on the influence of change management on the performance of staff members in the banking institutions of Kenya, using

in-depth interviews, focusing on leadership change, structural change, technological change. The study revealed that the decision-making, delegation of responsibilities and interactions with employees affect the functioning of the organisation. The study also reveals that autocratic and democratic is used in the bank and that leadership brought about other changes i.e., policy change, change in operational activities, etc. which affected employee performance. There was some level of consultation between management and employees, however, organisational structure was less flexible to deal with the changes. Unlike the previously mentioned study by Methode et al. (2019) technology was embraced and improved employee performance, therefore, the functioning of the organisation was improved. However, electricity disruptions and system failure caused service delivery interruptions

Table 2-2*Summary of empirical research on change management and employee performance*

| Authors | Study | Methodology | Findings | Gap |
|---------------------------|--|---|--|--|
| Methode et al. (2019) | The effects of corporate change on the performance of staff. | Qualitative study, questionnaire | Structural, strategic and technological changes have influence on the performance of staff. | The focus was on structural changes, strategic changes and technological changes have impact on employee performance. Other elements that may have impact were ignored. |
| Daniel (2019) | The effects of change management on business performance. | Only secondary data examined | Change is inevitable. Proactive managerial systems need to be created instead of reactive systems. For change to be successful, commitment to transform is required. | A singular source of data used. |
| Kinoti (2015) | The impact of change management on staff performance. | Qualitative research, in-depth interviews | Decision-making, delegation of responsibilities and interactions with employees affect the functioning of the organisation. | The in-depth interview focused only on leadership change, structural change, technological change. Other elements that may have impact were not discussed. |
| Moodley (2012) | The impact of organisational change on employees. | Quantitative study, questionnaire | Deficiencies in employee morale, employee perception and communication during transformation | Leadership, Structural, Technological changes and other elements that may have impact were omitted. |
| Okeke et al. (2019) | Change Management and Organizational Performance | Descriptive survey, using questionnaire. Three hypotheses formulated and tested. | Change management strategies, Technological changes and leadership changes had a positive impact on organisational performance | As a framework, only Kurt Lewin's model was used. Other models which may be applicable were not mentioned. Building strong organisational strategies are mentioned but are not clearly defined in terms of how that can be achieved. |
| (Al-Jaradat et al., 2013) | The influence of change management on the performance of employees | A case study research, using questionnaire and analysed through statistical analysis software. | Individual change, technological change and structural change were being investigated and were the independent variables whilst employee performance was the dependable variable. The outcome indicated a positive relationship between these variables. | Human relations were not mentioned. Research was limited to one business unit. |
| Wanza and Nkuraru (2016) | The effect of change management on employee performance | A Case Study research, using questionnaires and interviews. Data analysis conducted through descriptive statistics. | Employee performance was investigated in relation to leadership, technological, structural and cultural changes. All the variables had a significant effect on employee performance. | No reference mentioned on the motivation of the workforce during the change. |

Source: Own compilation

2.6 Employee morale and organisational change

How people feel about their work affect their performance (Hardy et al., 2016). According to Matsaung (2014) morale is articulated in self-confidence, eagerness, allegiance to the organisation and is a mental state of an individual. Mallik et al. (2019) define morale as a positive and supporting feeling that people have about the organisation.

Shaban et al. (2017) identified the following factors that affect employee morale: job insecurity, business conditions that are unknown, unjust remuneration policy and outsourcing policies that are extreme, whereas Mallik et al. (2019) identified a combination of factors related to high or low morale such as job satisfaction, attitude, outlook and satisfaction in the workplace environment

Morale is not a fundamental cause but is a result of many factors, which must be investigated, to find the source of the problem (Matsaung, 2014). Unhappy employees are unlikely to perform at their best (Hardy et al., 2016). The assumption is that worker will perform better if they feel more respected and secure (Weakliem & Frenkel, 2006).

According to Daft (2018) employees expect their leaders to be honest, forward-thinking by envisioning the future of the organisation, competent and be inspiring to others to contribute effectively to achieve company goals. Managers work on improving the morale of the workforce, for a better work environment, which will subsequently increase productivity, and organisational objectives are easily attainable (Shaban et al., 2017) . Leaders can act as coaches and empower employees to master specific skills, abilities; attain specific development goals; and provide feedback ((Daft, 2018).

Hardy et al. (2016) unpacked three key dimensions of morale that are inter-linked:

- The Value Dimension: There are two elements to this dimension. The first one is concerned with feeling valued by the company and recognition and praise are recommended for managers to increase this dimension. The second one is concerned with having value to the company and contextualising the value of individual work done to the organisation at large.
- The Future Dimension. This dimension also has two elements. The first one is concerned with working towards a future objective or goal or strategy and a sense of progressing towards the future. The second one is concerned with being provided with effective feedback on the progress. This allows for information sharing and allows for problems to be addressed.
- The Interpersonal Dimension. This dimension is concerned with human relations and being part of a team. It is also used as a channel for communicating the value and future dimension.

2.7 Employee perceptions and organisational change

Daft (2018) states that perception is a process that people make sense out of their surroundings by selecting, organising, and interpreting information. During the change effort, the attitudes of employees must be managed in a way that there is less resistance from employees and more readiness for the change (Maheshwari & Vohra, 2015).

The following factors that shape and sometimes distort perception were identified by Robbins and Judge (2013): 1. The Perceiver is highly influenced by personal characteristics such as motives, personality, etc. 2. The Context of the situation is highly influenced by an event, location, time, etc. 3. The Target/Object that is being perceived is highly influenced by its background, size, etc. The different backgrounds of employees and the different perceived outcomes of the change results in different perceptions from employees (Marangu, 2012).

Some employees may find themselves feeling a sense of disconnection with the familiar and having difficulty disengaging from old processes (Jones et al., 2008). Therefore, the management of the change must include preparation and anticipation of the probable reaction of employees and how to overcome them (Marangu, 2012). It becomes crucial to observe in what way do diverse groups (i.e., units, divisions, professional groups and whole organisation) of the organisation talk about the change to consider their viewpoints (Jones et al., 2008).

Daft (2018) states that values and attitudes affect perceptions and vice versa. An all-inclusive process should be practised where the input of employees and feedback on the change should be pursued (Odenyo & Kerongo, 2014). Furthermore, the relationship between co-workers, management and the organisation must be harmonious to accomplish the goals of the change (Adda et al., 2019). Additionally, a positive attitude of employees is essential in achieving organisational goals (Weber & Weber, 2001). If the expectations of the employees are not met, may result in negative emotions, anxiety, resistance, sense of loss, frustration, etc. (Seijts, 2011). In such circumstances leadership style is imperative to provide the vision of the change and provide support to employees (Jones et al., 2008).

2.8 Communicating the change

Malek and Yazdanifard (2012) regard communication as a vital tool in the effective realisation of change since it is used as an instrument for introducing, clarifying and plan for the transition. According to Setyanto et al. (2019), the execution of an executive plan relies on great correspondence.

Malek and Yazdanifard (2012) point out that several organisational change activities are unsuccessful owing to lack of communication which results in insufficient awareness, confusion, unpredictability and rumours. Furthermore, Malek and Yazdanifard (2012) state that communication serves the following purposes:

- Sharing information on the nature of the change, its implication and time frames to employees and other stakeholders as most change initiatives exist over a long term.
- Encouraging participation of employees and getting engaged in the planning, organising and execution of the transition process.
- Communication is used to convey the vision, the reasons for the change and motivating employees to be involved in the change.
- Effective communication is vital for providing compliance to the change which can be achieved by reducing fear, anxiety, and stress.
- The plans for change must be designed to the extent that feedback sessions are provided to both employees and management, on how employees are performing and if the initiatives implemented are working.

An improvement in communication channels is required for the process of change, and employees need to be aware of how they can access and spread the information (Odenyo & Kerongo, 2014). The information being shared by management, as the sender, must discuss the grounds for change and the anxiety that the workforce, as receivers, will initially experience (Elving, 2005). Caulfield and Senger (2017) state that employee engagement during a change is a risk that needs to be managed and it is also regarded as a predictor of job performance. It is the responsibility of the leader to provide and clearly communicate the direction and the reasons for taking that trajectory (Daft, 2018). Communication enables an environment of commitment and trust between management and employees (Elving, 2005). Malek and Yazdanifard (2012) suggest that a change management communication plan needs to be developed for the change to be communicated effectively.

2.9 Employee motivation and participation during the change

CMI (2012) define motivation as generating working conditions and incentives that will allow employees to do their tasks properly to the best of one's ability. According to Khan (2017), only 43% of employees feel secure during organisational change, most have anxiety, suffer from self-esteem, are not expressive of their opinion, etc. These insecurities bring about low employee morale.

The assumption with employee involvement is that the employee's participation in decision-making will increase autonomy in their jobs, result in an increase in motivation and commitment to the organisation and ultimately, lead to increased performance and job satisfaction (Robbins & Judge,

2013). According to a study by Saeed et al. (2013), financial rewards are important and motivation is directly linked with improving employee performance.

CMI (2012) cautions that management must note that employees are motivated differently, as some are motivated by monetary and some by non-monetary rewards. In some research financial rewards are motivating factors but only for the short-term as compared to non-financial rewards (Robbins & Judge, 2013). Sauermann and Cohen (2008) concurs that individuals are motivated to perform provided that the expected consequences are favourable or are dependent on work benefits, referred to as incentives such as recognition by colleagues, tackling intellectual activities or salary.

According to Khan (2017), increased motivation will not only increase productivity in organisations but will intensify the quality of working standards and services. It is important for organisations to identify an employee recognition programme that will ensure that all employees are recognised for the effort that they put in when performing their duties (Robbins & Judge, 2013).

2.10 Summary

The theoretical framework and empirical literature on change management and its impact on employee performance were reviewed in this chapter. The changes implemented by management and the impact they have on employee performance, leadership style perceptions, and staff morale during the transition phase are the constructs being investigated in this research project. Kurt Lewin's Change Model, Kotter's Eight Steps for Change, and McKinsey's 7S Model were used to examine the link between these constructs. Relevant literature on leadership style during organisational change, the influence of organisational change on employee performance, employee morale and organisational change, employee perceptions and organisational change, conveying the change, and employee motivation and engagement during the change were all discussed. Finally, gaps in the studied literature were discovered and discussed. The research methodology employed in the research study, as well as the rationale for employing such research methods, the method for gathering primary data, and the details of its administration, will be detailed in the chapter that follows.

Chapter 3: Methodology of the Study

3.1 Introduction

The preceding chapter evaluated the literature and identified and analysed gaps in the research. The research method employed in this study will be detailed in this chapter. The Research Philosophy and Methodology are described first in this chapter. Following that, the components of the Research Design are discussed, including the Statement of the Problem, Objectives of the research, a description of the Type of Study, Extent of Researcher Interference, Study Setting, Research Strategy, Population to Be Targeted, Sample Size, and Sampling Technique.

An overview of the data collection technique is given, including specifics on primary data collection such as the online questionnaire design, the primary data tool's pilot test phase, and online questionnaire administration. The measuring instrument's reliability & validity, analysis of data, ethical considerations, and the study's limitations and delimitations are all discussed.

3.2 Philosophy of Research

The foundation of this research study is based on the epistemological assumption that employee's views will be derived from lived experiences with management-implemented changes. Crossley and Jansen (2021) define this perspective as one that obtains knowledge so that things can be understood. Sekaran and Bougie (2015) define the constructionism approach as one that aims to understand a specific phenomenon and collects rich qualitative data (Sekaran & Bougie, 2015). The study's aim is to find responses to the subsequent research questions: What are the employees' thoughts on the management changes? How do employees view the leadership style? What is the current morale of the department's employees?

The approach that the researcher has taken is that of constructionism. Crossley and Jansen (2021) state that the emphasis with constructionism is based on socio-cultural motives that have an influence on the thoughts and ideas of individuals. This research is based on the perspectives of participants in the phenomena being investigated. (Creswell, 2014).

3.3 Research Approach

The goal of this research study is to determine how employees feel about recent organisational changes as well as determine how management changes affect employee morale and to answer the following questions: What impact do management changes and different leadership styles have on employees?

also, what effect do these adjustments have on employee performance? Employee morale would suffer as a result of these management shifts, as well as the range of leadership styles that come with them. The research gives a logical or deductive argument in which the inferences made point to a conclusion (Cooper & Schindler, 1998). In the deductive approach, theory is generated from the study (Creswell, 2014).

By mixing closed-ended and open-ended questions on the online questionnaire, the study blended quantitative and qualitative methodologies. It is critical for this study to use collectively qualitative and quantitative research to gain a detailed and thorough knowledge of the respondents' perspectives. The preferable technique is the mono method approach, which provides a comprehensive and in-depth understanding of the phenomenon being examined by combining qualitative and quantitative questions. Therefore, signifying that qualitative and quantitative methods complement each other (Molina-Azorin et al., 2018).

3.4 Research Design

The research design is a starting point for gathering, measuring, and analysing data that is derived from the research questions (Sekaran & Bougie, 2015). The research questions of this study were addressed by using a research design that is both qualitative and quantitative in nature. Therefore, the mono method approach was deemed appropriate.

3.4.1 Statement of the Problem

The goal of this research study is to determine how employees feel about recent organisational changes as well as determine how management changes affect employee morale and to answer the following questions: What impact do management changes and different leadership styles have on employees? Also, what effect do these adjustments have on employee performance? Employee morale would suffer as a result of these management shifts, as well as the range of leadership styles that come with them. The influence of management changes on employee performance was assessed by means of a mono method approach, the questionnaire.

3.4.2 Research Objectives

The research study has three objectives which are:

1. To determine what are the perceptions of employees towards the change in management.
2. To establish the leadership style used as perceived by employees
3. To ascertain the morale of the staff in the Department.

3.4.3 Type of Study

The mono method was used to address the research aim to evaluate the consequences of changes employed by management on employee morale and to answer the subsequent question: How do employees perceive the changes made by management and different leadership styles, also, what effect do these adjustments have on employee performance? These management changes with the associated variety of leadership styles would impact on employee morale, which would affect employee performance.

To address the research goal of assessing the influence of changes implemented by management on employee morale and to answer the previously alluded research question, a mono method, the questionnaire was utilised. What are employees' perceptions of changes made by management and different leadership styles, and how do these changes affect employee performance? Employee morale would be impacted by these changes applied by management, as well as the variety of leadership styles that come with them.

In nature, this study contains both exploratory and descriptive research. According to Struwig and Stead (2007) the intent to use exploratory research is on having opinion on the phenomenon being investigated whereas, descriptive research attempts to completely and accurately describe the situation. The research study is about getting the perceptions of employees about the changes made by management. Previous research has been conducted on the effects of change management on workforce performance and morale, however, further information needs to be explored to develop a robust framework (Sekaran & Bougie, 2015).

Furthermore, descriptive research is prearranged and based on a large representative sample (Sekaran & Bougie, 2015). The researcher also wanted to get employees perception on management changes and to determine the link between changes employed by management and the constructs that affect employee morale. Closed-ended questions were posed by the researcher and inferences were drawn about the targeted population. Furthermore, the researcher wanted a picture of the current situation, as indicated by Kothari (2004).

3.4.4 Extent of Researcher Interference

There was minimal interference by the researcher with the natural environment and the flow daily operations. The study undertaken is cross-sectional in nature and the researcher was interested in obtaining individual employee perception therefore, data was gathered from individual employees.

3.4.5 Study Setting

The study took place at KZN DSD in Pietermaritzburg. The environmental setting in which the employees under study normally function was natural and non-contrived (Sekaran & Bougie, 2015). A total of 4000 employees from various divisions across KwaZulu-Natal province make up the population of KZN DSD. Only 770 employees had cell phones, out of a total of 4000. These are individuals, who work in management and non-management roles.

3.4.6 Research Strategy

For this study, survey research was used as the research strategy. The study uses an online questionnaire as an instrument to collect open-ended and closed-ended responses from participants. Therefore, this research used a mono method approach to the research design in collecting and analysing data. According to Williams (2007) a mixed approach consists of numerical data as well as narrative data in one study. Consequently, the researcher used a mono method to design the research. Once the qualitative and quantitative data was simultaneously collected, information was then integrated the results are interpreted.

The reason that the researcher used the mono method of the questionnaire which included two groups of questions – the closed-ended rating scale as well as the open-ended questions/statement will be considered thus obtaining a complete view of the phenomenon being investigated. Using a mono method capitalises on the strengths and reduces the shortcomings of each research approach (Creswell, 2014). Furthermore, discrepancies and conflicting information collected from the qualitative and quantitative approaches will be explained in the research findings (Hafsa, 2019).

3.4.7 Population to Be Targeted

The employees of the KwaZulu-Natal Department of Social Development were the target population. Employees of the KZN DSD were chosen since the researcher will have access to those who work for the organisation and will be asked to participate in the survey research. They are of interest to researcher who want to conduct studies and draw conclusions from this group. From the 4000 employees of the KZN DSD, only 770 staff members had staff cell phones. They hold management and non-management positions and will be approached to take part in the research study.

3.4.8 Sample Size

Using a sample size calculator, 257 participants were required to meet the confidence level of 95% and the margin of error of 5% (MaCorrResearch, 2021). The researcher consulted the Asset Management Unit of the Department to obtain a sample frame which comprised of 770 employees with staff cell phones.

A systematic random selection method was utilised to select 257 respondents from a pool of 770 employees who had access to company cell phones. A probability sampling strategy in which each element of the population has a known chance of being selected is known as systematic random sampling (Sekaran & Bougie, 2015). It is also a commonly used method in survey sampling (Cooper & Schindler, 1998).

From September 13-14, 2021, the 257 participants' cell phone numbers were gathered through the WhatsApp message service. The identities of the participants were not acquired when the mobile phone numbers were captured on WhatsApp, but they were assigned numbers ranging from 1 to 257. WhatsApp is a popular mobile messaging program that is easy to use, works across several platforms, and can be accessed from any device, even a computer. The Application has over 2 billion users and its features include voice calls, video chats, and group messaging (Goodwin, 2020). Individuals who completed the online questionnaire, 85 participants, served as the study's unit of analysis. The sample was limited to those members of the target group who could contribute information via staff cell phones.

3.4.9 Sampling Technique

From a total of 770 employees, a sample of 257 was selected using systematic random selection. The beginning point was the first element in calculating the interval $770/257=2.99$. To achieve the target sample size, every third employee was chosen from the sample frame. The researcher got access to all 257 employees on WhatsApp, which had a wealth of information about the company (Struwig & Stead, 2007). The participants were chosen because they had staff cell phones, could be reached via WhatsApp, and could provide first-hand information about their business units.

3.5 Data Collection Method

The information was gathered using both primary and secondary data sources. The literature review was filled with secondary data. To acquire primary data, an online questionnaire was employed as a tool. The online questionnaire was specifically designed for this research. According to Sekaran and Bougie (2015) the advantages with an online questionnaire are that it is an appropriate tool to collect

large amounts of data and can be completed at the respondent's convenience. To increase the response rate, the link to the online questionnaire was sent via WhatsApp message. Survey Monkey was used to design and create a link to access the online questionnaire and to elicit responses.

3.5.1 Design of The Online Questionnaire

The research was carried out at a difficult time when the entire world was dealing with a COVID-19 pandemic. There was a lot of face-to-face contact and transmission concerns. Because the researcher needed information from a broad group of people, a self-administered online questionnaire seemed like the best option. The respondent could complete the online questionnaire at their leisure (Sekaran & Bougie, 2015). Furthermore, it is a cost-effective way of collecting data in limited time (Creswell, 2014).

Survey Monkey was used as an online tool to populate the online questionnaire and for collecting data. Survey Monkey created a link to access the research study to participate. The link was then forwarded to the participants for their response. The responses of the participants were automatically stored on the Survey Monkey data base which minimised data handling errors. Online surveys have technology that simplify the process of entering data, make it less time consuming and integrates with cell phone technology (Nayak & Narayan, 2019).

The design of online questionnaire had three segments. Five demographic profile questions were featured in the first segment of the online questionnaire that used a nominal scale to categorise data into mutually exclusive categories. Mutually exclusive categories serve the purpose of assigning respondents with non-overlapping categories of responses (Sekaran & Bougie, 2015). The second section consisted of thirteen closed-ended questions. A Likert scale of 1 to 5 measurements was used to show to how much agreement or disagreement there is. Range 1. denotes strong disagreement, 2. indicates disagreement, 3. presents neutral, 4. signifies agreement and 5. implies strong agreement. The purpose for using a Likert scale is to measure a single construct by using several items. Eleven open-ended questions made up the third segment. These were near the end of the questionnaire and were designed to elicit the participant's thoughts and feelings. The researcher maintained objectivity and refrained from making biased judgments on the qualitative questions used in the questionnaire. The questionnaire was anticipated to require ± 10 minutes to answer.

3.5.2 Pilot Test Phase of the Primary Data Tool

Prior to delivering the online questionnaire, the questionnaire was pretested by sending it to three respondents on September 13, 2021, to ensure that the questions were intelligible. A day before the pilot research, a phone call was made to explain what they would be required to perform. Using Survey Monkey, a link to the online questionnaire was made and distributed to the respondents over WhatsApp. Pilot testing is necessary to confirm that the questions are clear and that the respondents comprehend them (Sekaran & Bougie, 2015). Pilot testing was also conducted to test for content validity of the online questionnaire. According to Creswell (2014) content validity of the instrument is established to improve on the questions, their arrangement and the measuring scale.

Two days later, a reminder message was delivered. On September 16, 2021, two of the pilot study's participants answered. On September 17, 2021, another reminder was sent to the third participant, but no answer was received. Following that, the data from the two participants was evaluated. Pilot testing of the online questionnaire yielded the following input, which was noted, and minor changes were made:

- After answering another question, the Likert scale responses were unticked. This was fixed by modifying the survey questions' parameters on Survey Monkey.
- On Questions 8 and 9, the word 'time' was misunderstood. It was suggested that the term 'instances or occasions' be used instead.

3.5.3 Online Questionnaire Administration

All 257 people that were chosen were available on WhatsApp, thus an online questionnaire was sent to them via WhatsApp. Employees in management and non-management jobs were included in the database. All other workers of the Department of Social Development in KwaZulu-Natal who do not have access to a company cell phone were excluded. After validating the instrument, the online questionnaire was disseminated over WhatsApp on September 21-22, 2021.

Two documents were sent to the participants over WhatsApp at the same time. The first was a word document that had the following information:

- The researcher's name and contact information.
- The research purpose.
- Assurance that the study participants' personal information will be treated anonymously and confidentially.
- Guarantee that they have the option to terminate the study whenever they want.
- The amount of time it takes to finish the online survey.

- A link that takes participants to the Survey Monkey online questionnaire. The web tool Survey Monkey was used to fill out the questionnaire and collect data.

By asking the participant to click on the link, which acted as informed consent, the individual agreed to take part in the study. A Gatekeeper's letter, which authorized the researcher to conduct the study, was the second document sent over WhatsApp. Respondents will be able to complete the online questionnaire at their leisure.

3.6 Reliability & Validity

Validity refers to how well the measuring tool collects the necessary data, whereas reliability refers to the measurement instrument's results' stability and consistency (Taherdoost, 2016). To ensure validity the researcher designed the questionnaire using the objectives of the study. It was critical to pilot test the online questionnaire to establish two strategies for ensuring its validity: Validity of the face and validity of the content. Face validity assesses the appearance, clarity, readability, format and consistency of the questionnaire (Taherdoost, 2016). The content validity of the scores on the online questionnaire as well as refining the questions on the online questionnaire (Creswell, 2014).

The Cronbach Alpha is the prominent and often utilised measurement for determining internal consistency and is judged adequate for Likert scales (Taherdoost, 2016). The instrument was created by the researcher. The Cronbach Alpha is a test that determines how reliable a research instrument is (Taber, 2018). A Cronbach Alpha score of 0.60 was obtained using data from the pilot research and was used to verify the instrument's reliability. Straub et al. (2004) recommends a Cronbach Alpha ≥ 0.60 .

3.7 Analysis of Data

It is the process of modifying and analysing data in order to provide useful information to decision-makers (Render et al., 2012), This study yielded both numerical and textual information. SurveyMonkey coded the responses and entered the data directly into the computer. The benefit of employing an electronic survey is that data is not manually entered; instead, the computer performs it (Sekaran & Bougie, 2015). This also saved time because no data editing was required. For numerical data, descriptive analysis was employed, and for textual data, exploratory analysis was used.

3.7.1 Descriptive analysis

Frequency tables, bar charts, pie charts, and correlation tests were employed to analyse descriptive data using Excel, SPSS, and Survey Monkey. Changes made by management with the accompanying variety

of leadership styles, employee morale, employee perceptions, conveying the change, employee motivation and employee engagement, and employee performance were all linked using regression analysis.

3.7.2 Exploratory data

Thematic Analysis was used to analyse exploratory data. Thematic Analysis (TA) is a common and conceptually flexible analytical tool for engaging with qualitative data that may be employed within a variety of theoretical frameworks (Terry & Hayfield, 2021). The method aims to understand people's thoughts, feelings, and behaviours across multiple data sets (Kiger & Varpio, 2020).

It enables the researcher to create themes based on trends and report on qualitative data interpretation (Terry & Hayfield, 2021). It is utilised in this study to interact with qualitative questionnaire responses and to respond to the research questions. The technique employs themes developed from the information gathered.

As a guidance for using TA, Braun and Clarke (2006) outline six phases:

1. **Familiarise:** The researcher reread the data to obtain a better understanding of its scope. The researcher also took notes.
2. **Initiate preliminary codes:** Following step one, which involved making an initial list of thoughts about what was in the data or of interest, the researcher moved on to step two, which involved creating the first codes. Important data characteristics, such as recurrent trends across data sets, were discovered with the use of codes.
3. **Identify patterns/themes:** Following the completion of the first coding, the third step began with the organization of various codes into themes. The researcher merged several codes into an overarching theme using tables and mind maps.
4. **Review pattern/themes:** After developing prospective themes, they were reviewed and polished. The theme's coherence was established for all aggregated extracts in that theme at this point, and the result was an improved procedure.
5. **Themes given names and descriptions:** This step is about defining and refining the themes that have been proposed for analysis. This technique required arranging the extracted material in a logical arrangement and ensuring internal consistency with the accompanying narrative. A detailed analysis was presented in regard to the research questions and what is intriguing about the data.
6. **Content Reporting:** The dissertation is the final step of TA and culmination of this research.

3.8 Ethical Considerations

After receiving Ethical Clearance from the University of KwaZulu-Natal, the research investigation was carried out. The researcher also ensured that the necessary permission i.e., Gatekeeper's approval was also obtained from KZN DSD prior to conducting research. The research objectives were given to the respondents in the introductory letter before they answered the online questionnaire. The respondents were also told that to take part in the research is entirely uncompelled. The information submitted by the participants was kept private, and their identities were not revealed.

The researcher's contact information was included in the introduction letter to help clarify the questions on the online questionnaire if the need arose. Furthermore, the respondent's confidentiality was maintained in an unidentifiable manner, with descriptions of their thoughts preserved using simply names such as participant1, participant2, and so on, concealing their identities even in study reports. The participants' identities were further enhanced by recording their cell phone numbers rather than their names on WhatsApp (participant 1 to 257 was used). The respondent's informed consent to take part in the research was secured by having them click on the Survey Monkey link that served as informed consent.

3.9 Summary

The research method employed in this study was covered in this chapter. The Research Philosophy and Research Approach were introduced in the first section of the chapter. Following that, the Statement of the Problem, Research Objectives, a description of the Type of Study, Extent of Researcher Interference, Study Setting, Research Strategy, Population to Be Targeted, Sample Size, and Sampling Technique were all thoroughly discussed. The main data collection strategy was the Online Questionnaire Design, which included a mix of qualitative and quantitative questions, as well as the Pilot Test Phase and the delivery of the Online Questionnaire, which was done through SurveyMonkey. The study's validity and reliability, as well as data analysis, and ethical considerations were all considered.

Chapter 4: Analysis and Presentation of Results

4.1 Introduction

After the raw data had been collected, the following step is to analyse it. The responses from the respondents were coded by SurveyMonkey and the data was directly fed into the computer to jumpstart this procedure. This also saved time because no data correction was required. The information gathered by SurveyMonkey was then imported into Excel and SPSS version 27 for statistical analysis. The data were processed and changed into useful information utilising analytical techniques to obtain the results.

This chapter will focus on the display of data obtained from respondents, starting with the overall response rate and the number of legitimate returns. Following that, each research objective will be listed, along with the relevant questions and the findings. This chapter will comprise demographic profiles of the respondents as well as their responses to the questionnaire questions, which will be organised according to the research objectives. Medians, averages, modes, standard deviations, and correlations will be examined and graphically depicted. Thematic analysis was used to interact with the open-ended questions of the questionnaire and to answer the research questions. The interpretation of themes that arose from the data will also be provided in this chapter.

4.2 Responses Gathered from Respondents

Eighty-five people answered out of 257 who were sent the link to the online survey, providing a total response rate of 33.07 percent. This response rate of more than 30% is considered satisfactory (Sekaran & Bougie, 2015). In addition, all responses to the questionnaire were completed 100 percent of the time. This is due to the online questionnaire's design, which required the respondent to answer all questions to complete it. As a result, all 85 responses were accepted as valid responses. It took an average of 16 minutes to answer all the questions.

4.3 Section 1: Demographics of the Respondents

Data gathered from the questionnaire from 85 respondents at DSD will be used to present the demographics of respondents. The age of the respondents, gender, number of years working in the public service, number of years working at DSD, and the business unit were used to create a profile of the respondents. To develop a profile of the respondents, frequencies to represent the number of times categories of a specific phenomenon occur were employed, as well as central tendency data.

4.3.1 What is your age?

According to Figure 4-1, the respondents with the highest proportion (41,18%) are between the ages of 40-49 years old. The 30-39-year-old age group is the second most populous (31,76%). This is also the centre category and most commonly occurring age group, as shown in Table 4-1. The age group of 50-59 years is followed by 16,47%, followed by 9,41% for the age group of 20-29 years, and finally, 1,18% for the age group of 60 years and over.

Figure 4-1

Age of Respondents

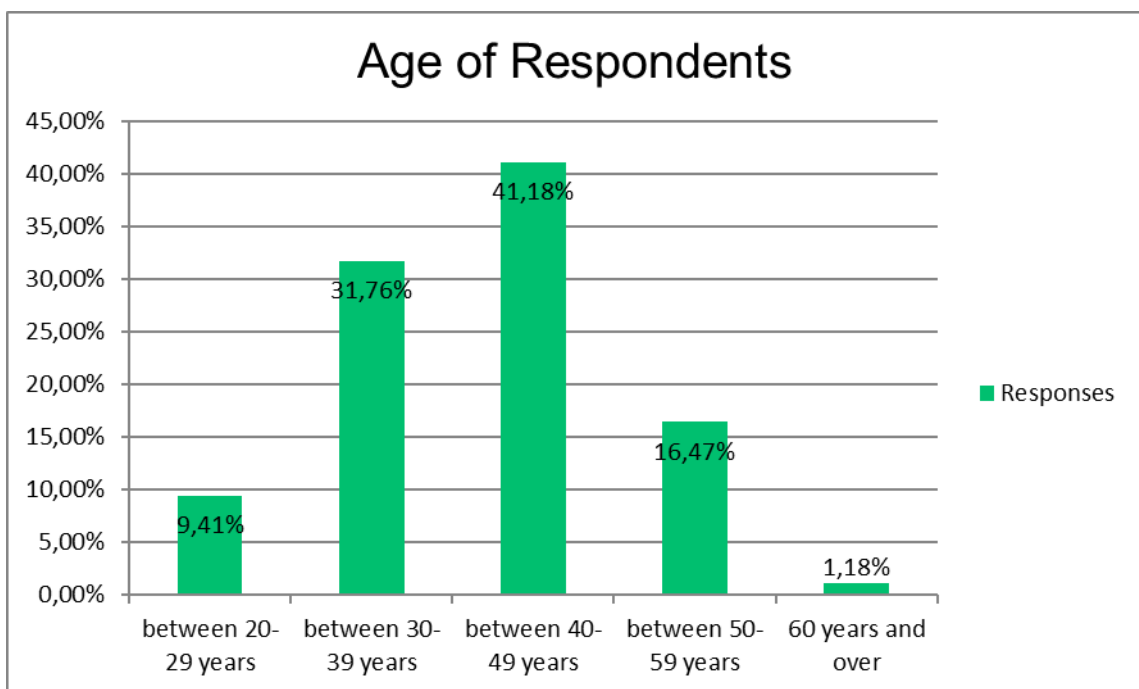


Table 4-1

Central Tendency Measure for Age of Respondents

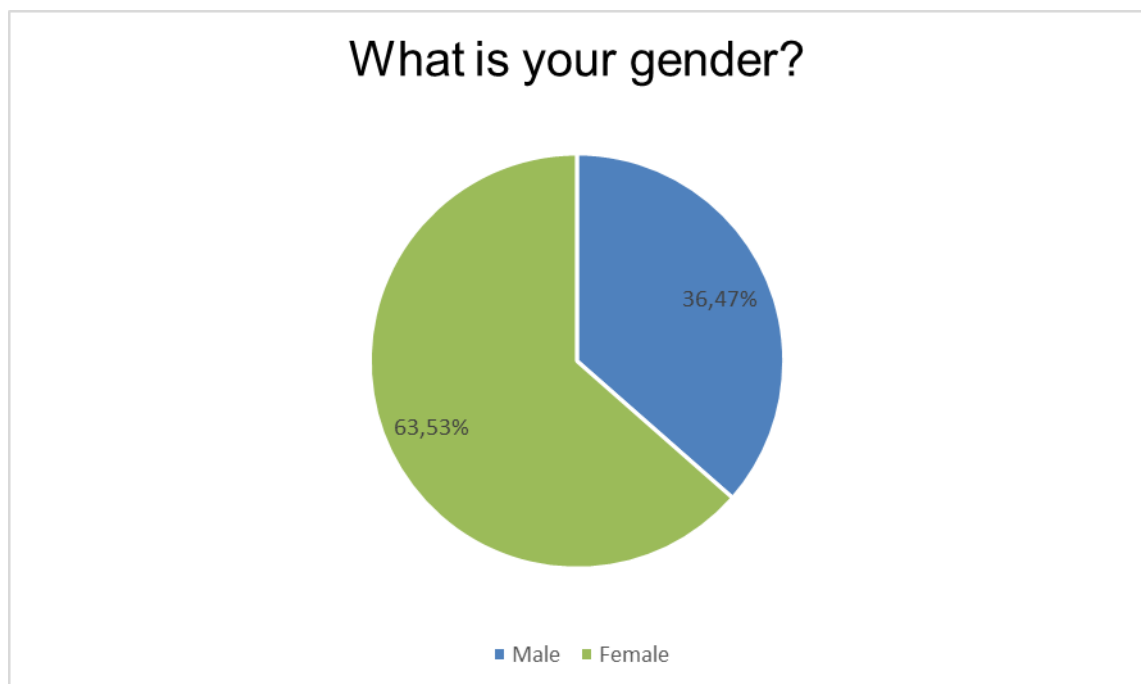
| Statistics | | |
|----------------|---------|------|
| Age_Respondent | | |
| N | Valid | 85 |
| | Missing | 0 |
| Mean | | 2.68 |
| Median | | 3.00 |
| Mode | | 3 |
| Std. Deviation | | .903 |
| Range | | 4 |
| Minimum | | 1 |
| Maximum | | 5 |
| Sum | | 228 |

4.1.1 What is your gender?

Females had the biggest number of responses (63,53%), followed by males (36,47%), according to the frequency table on Figure 4-2.

Figure 4-2

Gender of Respondents

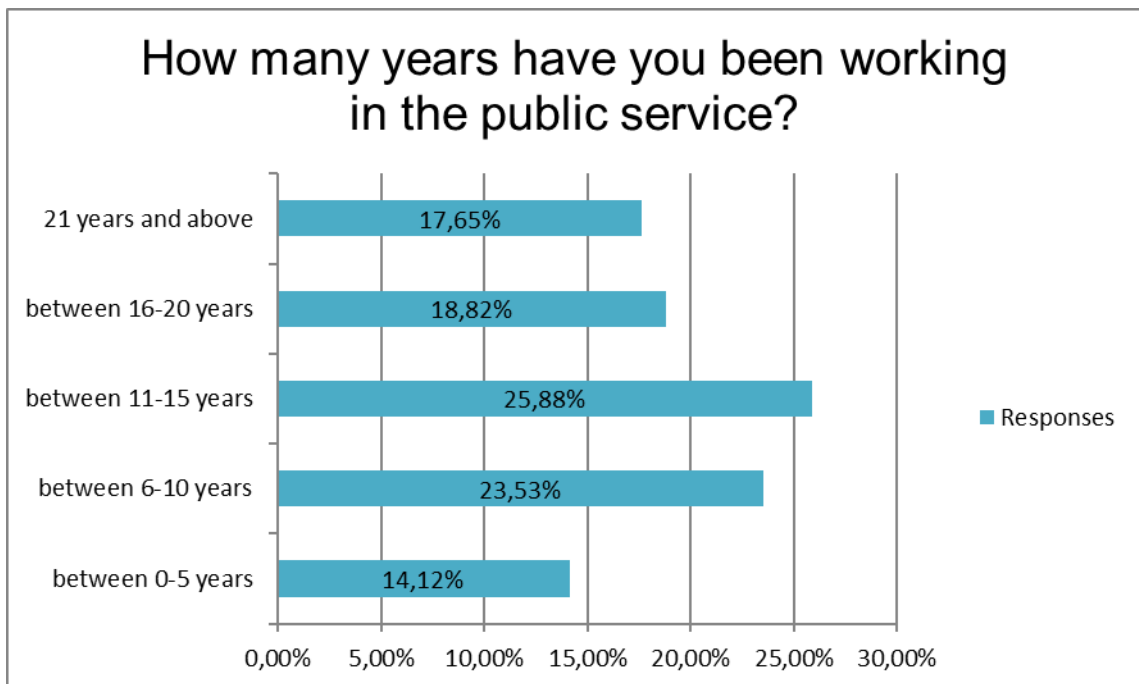


4.3.2 How many years have you been working in the public service?

The least number of respondents (14,12%) have worked in the public sector for 0-5 years, then individuals who have served for 21 years and above (17,65%), 18,82% who have worked for 16-20 years, and 23,88% who have worked for 6-10 years. The majority of respondents have served in government for 11 to 15 years (25,88%), as indicated in Figure 4-3.

Figure 4-3

Years in government

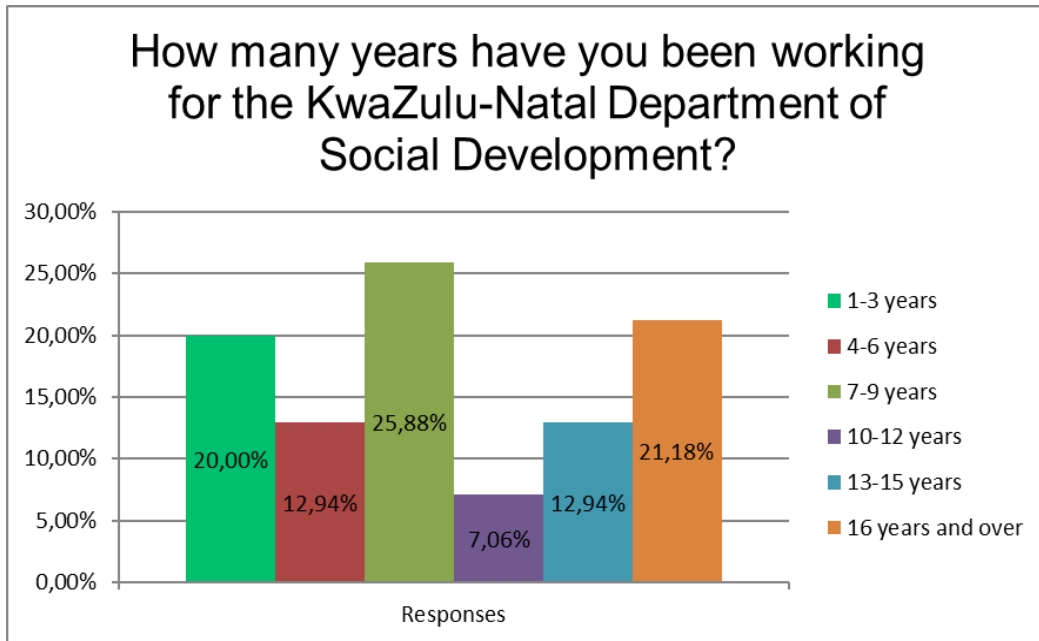


4.3.3 How many years have you been working for the KwaZulu-Natal Department of Social Development?

Most respondents (25,88%) have worked for DSD for 7-9 years, followed by those who have worked for DSD for 16 years or more (21,18%), and finally those who have worked for DSD for 1-3 years (20 percent). For those who have worked 4-6 years, the rate is 12,94%, and for those who have worked 13-15 years, the rate is 13,94%. Those who have worked for 10-12 years have the fewest years of experience among the respondents (7,06%), as illustrated in Figure 4-4.

Figure 4-4

Number of years working for DSD



4.3.4 Please specify your directorate/business unit in the KwaZulu-Natal Department of Social Development.

According to the frequency table, Table 4-2, the Social Services unit has the most respondents (21,2%), followed by Corporate Services (12,9%). Both Communication and Supply Chain Management have 9.4% of respondents. The Ministry, the HOD's Office, and the Umzinyathi District had the least number of respondents (1,2%).

Table 4-2*Business Unit*

**Please specify your directorate/business unit in the KwaZulu-Natal
Department of Social Development.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|-----------------------|
| Valid | Social Services | 18 | 21.2 | 21.2 | 21.2 |
| | Finance | 5 | 5.9 | 5.9 | 27.1 |
| | HR | 7 | 8.2 | 8.2 | 35.3 |
| | Corporate Serv | 11 | 12.9 | 12.9 | 48.2 |
| | Asset Management | 5 | 5.9 | 5.9 | 54.1 |
| | Auxiliary Services | 2 | 2.4 | 2.4 | 56.5 |
| | Communication | 8 | 9.4 | 9.4 | 65.9 |
| | Dev & Research | 5 | 5.9 | 5.9 | 71.8 |
| | DODE | 2 | 2.4 | 2.4 | 74.1 |
| | ICT | 5 | 5.9 | 5.9 | 80.0 |
| | M&E | 2 | 2.4 | 2.4 | 82.4 |
| | Ministry | 1 | 1.2 | 1.2 | 83.5 |
| | Office of the HOD | 1 | 1.2 | 1.2 | 84.7 |
| | Physical Facilities | 2 | 2.4 | 2.4 | 87.1 |
| | SCM | 8 | 9.4 | 9.4 | 96.5 |
| | Umzinyathi District | 1 | 1.2 | 1.2 | 97.6 |
| | Youth dev | 2 | 2.4 | 2.4 | 100.0 |
| | Total | 85 | 100.0 | 100.0 | |

4.4 Section 2: Quantitative Findings

Three study objectives guided the questions in the questionnaire. The study's three research objectives are as follows:

1. To determine what are the perceptions of employees towards the change in management.
2. To establish the leadership style used as perceived by employees.
3. To ascertain the morale of the staff in the department.

4.4.1 Internal Consistency and Validation

For each of the objectives, a presentation of the results will be made. The researcher ran a reliability test on SPSS version 27 to confirm that the questions that decide all three study objectives are reliable. Alpha should be as near to 1 as possible for internal consistency and reliability of the items being examined (Sekaran & Bougie, 2015) All thirteen questions on a Likert scale have a strong internal consistency Alpha of 0.896, as seen in Table 4-3.

Table 4-3

Internal consistency of 13 constructs employed

| Reliability Statistics | | |
|-------------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .896 | .896 | 13 |

Using Pearson Correlations, the researcher ran a validity test on SPSS version 27 to determine the validity of the items in the questionnaire. This was accomplished by comparing the scores of each item on the questionnaire to the total score obtained. As shown in Table 4-4, this was done at a significance level of 0.05 and $v=83$. The obtained r values were all more than the Pearson's r critical value sourced from Commres.net (2011), suggesting strong significance. As a conclusion, the items on the questionnaire are all valid since the scores correspond.

Table 4-4

Validation of 13 items employed in the questionnaire

| ITEM | CONSIDERATIONS | OBTAINED VALUE of <i>r</i> FROM SPSS | CRITICAL VALUE FOR <i>r</i> | VALIDITY OF QUESTION |
|---|--|---|--------------------------------|---|
| “I am informed of what is expected of me when doing my job.” | <ul style="list-style-type: none"> • Observations=$n=85$ • Degrees of freedom=$v=(n-2) = (85-2) =83$ • Level of confidence=$\alpha=0.05$ | 0.524 | 0.2133 | All obtained values are > the critical value indicating high significance. All questions are valid. |
| “Changes are explained to me before they happen.” | | 0.668 | | |
| “The changes that are implemented improve the running of the unit or directorate.” | | 0.401 | | |
| “The supervisor/line manager listens to ideas made by team members on how to do things better.” | | 0.624 | | |
| “My supervisor/line manager has my best interest at heart.” | | 0.652 | | |
| “My concerns about my job are taken seriously.” | | 0.736 | | |
| “Teamwork is encouraged.” | | 0.592 | | |
| “I have respect for other team members.” | | 0.456 | | |
| “Opportunities for growth are available.” | | 0.557 | | |
| “I have tools of trade to be able to do my job well.” | | 0.476 | | |
| “I represent my directorate/unit well to other staff members.” | | 0.409 | | |
| “I am satisfied with my job.” | | 0.685 | | |
| “I feel appreciated in my job.” | | 0.655 | | |

Tables 4-5 shows that changes are addressed with people before they happen, according to a cumulative total of 45,88% of respondents, while 11,76% strongly disagree. A large cumulative proportion of respondents (62.35%) said they are informed about what is expected of them in their jobs, while a cumulative 9,41% said they are not. A cumulative total of 32.94% of respondents think that growth opportunities exist, while 30,59% indicated they are indifferent, and 36,71 cumulative percent showed they disagree. A considerable number of respondents (42.35%) were unsure about this, whereas 20% disagreed that their concerns about their work are taken seriously. At 41,18%, the respondents chose to be unconcerned about whether or not their manager/supervisor is looking out for their best interests, whilst 25,88% agreed. A total of 40% of the respondents gave the opinion that their supervisor listens to ideas made by team members and 18,82% disagree. With 49,41% of the respondents agreeing that teamwork is encouraged and 9,41% disagreeing. A cumulative total of 52,94% of respondents gave the perception that they are satisfied with their job, while 3,53% strongly disagreed. A total of 36,47% of the respondents gave the opinion that they feel appreciated in their job, whilst 5,88% strongly disagreed. Most respondents (54,12%) believe they represent their unit well to other staff, and 52,94% indicated that the changes made have improved the unit's performance. With 49,41% strongly agreeing that they have respect for other team members and 49,41% agreeing that they have tools of the trade.

Table 4-5

Summary on constructs and the level of agreement of the respondents

| Section 2 Please indicate your level of agreement or disagreement with each of the following statements by choosing the appropriate answer. | | | | | | | | | | | |
|---|-------------------|----|----------|----|---------|----|--------|----|----------------|-----------------|-----------|
| | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | Total |
| 6.1 I am informed of what is expected of me when doing my job. | 3,53% | 3 | 5,88% | 5 | 16,47% | 14 | 50,59% | 43 | 23,53% | 20 | 85 |
| 6.2 Changes are explained to me before they happen. | 11,76% | 10 | 14,12% | 12 | 28,24% | 24 | 34,12% | 29 | 11,76% | 10 | 85 |
| 6.3 The changes that are implemented improve the running of the | 7,06% | 6 | 4,71% | 4 | 25,88% | 22 | 52,94% | 45 | 9,41% | 8 | 85 |
| 6.4 The supervisor/line manager listens to ideas made by team n | 4,71% | 4 | 18,82% | 16 | 24,71% | 21 | 40,00% | 34 | 11,76% | 10 | 85 |
| 6.5 My supervisor/line manager has my best interest at heart. | 4,71% | 4 | 11,76% | 10 | 41,18% | 35 | 25,88% | 22 | 16,47% | 14 | 85 |
| 6.6 My concerns about my job are taken seriously. | 3,53% | 3 | 20,00% | 17 | 42,35% | 36 | 25,88% | 22 | 8,24% | 7 | 85 |
| 6.7 Teamwork is encouraged. | 2,35% | 2 | 9,41% | 8 | 17,65% | 15 | 49,41% | 42 | 21,18% | 18 | 85 |
| 6.8 I have respect for other team members. | 0,00% | 0 | 0,00% | 0 | 3,53% | 3 | 47,06% | 40 | 49,41% | 42 | 85 |
| 6.9 Opportunities for growth are available. | 11,76% | 10 | 24,71% | 21 | 30,59% | 26 | 27,06% | 23 | 5,88% | 5 | 85 |
| 6.10 I have tools of trade to be able to do my job well. | 4,71% | 4 | 16,47% | 14 | 14,12% | 12 | 49,41% | 42 | 15,29% | 13 | 85 |
| 6.11 I represent my directorate/unit well to other staff members. | 0,00% | 0 | 1,18% | 1 | 8,24% | 7 | 54,12% | 46 | 36,47% | 31 | 85 |
| 6.12 I am satisfied with my job. | 3,53% | 3 | 14,12% | 12 | 29,41% | 25 | 42,35% | 36 | 10,59% | 9 | 85 |
| 6.13 I feel appreciated in my job. | 5,88% | 5 | 16,47% | 14 | 32,94% | 28 | 36,47% | 31 | 8,24% | 7 | 85 |
| | | | | | | | | | | Answered | 85 |
| | | | | | | | | | | Skipped | 0 |

4.4.2 Research Objective 1: To determine what are the perceptions of employees towards the changes implemented by management.

This research objective deals with the perception of employees towards the changes implemented by management. The following four questions were used to collect data and present the results:

1. "I am informed of what is expected of me when doing my job." In the online questionnaire this is question 6.1.
2. "Changes are explained to me before they happen." This is question 6.2 of the online questionnaire.
3. "The changes that are implemented improve the running of the unit or directorate." This is the online questionnaire's question 6.3.
4. "My concerns about my job are taken seriously." Question 6.6 of the online questionnaire.

4.4.2.1 Reliability Test for Objective 1

The researcher ran a reliability test to confirm that the questions that establish the study's objective 1 are reliable. For the four questions, an internal consistency Alpha of 0.758 was obtained, as shown in Figure 4-6.

Table 4-6

Reliability Test for Objective 1

| Reliability Statistics | | |
|-------------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .758 | .756 | 4 |

4.4.2.2 Descriptive Information

"I am informed of what is required of me when doing my job" had the maximum regular score of 3.85, signifying a position that is somewhere between neutral and agreement with this construct, as seen in Table 4-7. At 0.970, the variation in the mean score (standard deviation) for this construct is lower, indicating a more consistent score. The standard deviation is significantly lower for "My concerns about my job are taken seriously," at 0.958, and the mean score is 3.15, showing that the results are more consistent.

Table 4-7*Descriptive Information for Objective 1*

| Descriptive Statistics | | | |
|--|------|----------------|----|
| | Mean | Std. Deviation | N |
| I am informed of what is expected of me when doing my job. | 3.85 | .970 | 85 |
| The changes that are implemented improve the running of the unit or directorate. | 3.53 | .983 | 85 |
| Changes are explained to me before they happen. | 3.20 | 1.183 | 85 |
| My concerns about my job are taken seriously. | 3.15 | .958 | 85 |

4.4.2.3 Correlations

Table 4-8 shows a strong positive association between the components for objective1, which concerns perceptions of employees towards the changes implemented by management. “The changes that are implemented improve the running of the unit or directorate” and “I am informed of what is expected of me when doing my job” have the lowest correlation coefficient of 0.173 but indicate a non-significant association as the significance value of 0.113 is > 0.01 significance level. The greatest Pearson correlation coefficient was 0.645 for “My concerns about my job are taken seriously” and “Changes are explained to me before they happen”, indicating a strong positive significance as the significance value is 0.00 which is < 0.01 significance level. The other significant Pearson correlation coefficients span from 0.390 to 0.553, which is > 0.01 significance level, indicating a positive but moderate meaningful relationship. As a result, the overall significance of the constructs in Objective 1 ranges from modest to strong.

Table 4-8*Correlations for Objective 1*

| | | Correlations | | | |
|--|---------------------|--|--|--|--|
| | | I am informed of what is expected of me when doing my job. | The changes that are implemented improve the running of the unit or directorate. | Changes are explained to me before they happen. | My concerns about my job are taken seriously. |
| I am informed of what is expected of me when doing my job. | Pearson Correlation | 1 | .173 | .390** | .423** |
| | Sig. (2-tailed) | | .113 | .000 | .000 |
| | N | 85 | 85 | 85 | 85 |
| The changes that are implemented improve the running of the unit or directorate. | Pearson Correlation | .173 | 1 | .553** | .432** |
| | Sig. (2-tailed) | .113 | | .000 | .000 |
| | N | 85 | 85 | 85 | 85 |
| Changes are explained to me before they happen. | Pearson Correlation | .390** | .553** | 1 | .645** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 85 | 85 | 85 | 85 |
| My concerns about my job are taken seriously. | Pearson Correlation | .423** | .432** | .645** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 85 | 85 | 85 | 85 |

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

4.4.3 Research Objective 2: To establish how the current leadership style is perceived by employees.

This study's goal is to find out how employees feel about the current leadership style. To collect data and display the results, the following four questions were used:

1. "The supervisor/line manager listens to ideas made by team members on how to do things better." This is question 6.4 of the online questionnaire.
2. "My supervisor/line manager has my best interest at heart." This is the online questionnaire's question 6.5.
3. "Teamwork is encouraged." This is the online questionnaire's question 6.7.
4. "I have tools of trade to be able to do my job well." Question 6.10 of the online questionnaire.

4.4.3.1 Reliability Test for Objective 2

A reliability test was conducted by the researcher to ensure reliability of the questions that determine objective1 of the study. As indicated in Table 4-9, a high internal consistency Alpha of 0.761 was obtained for the four questions.

Table 4-9

Reliability Test for Objective 2

| Reliability Statistics | | |
|-------------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .761 | .762 | 4 |

4.4.3.2 Descriptive Information: Objective 2

As shown in Table 4-10, "Teamwork is encouraged" had the maximum average score of 3.78, indicating a position that is midway between neutral and agreement with this construct. The variance in the mean score (standard deviation) for this construct is the lowest at 0.968, which indicates that the score is fairly consistent. The standard deviation for "I have tools of trade to be able to do my job well" is 1.086, and the mean score is 3.54, indicating that the results are fairly consistent.

Table 4-10*Descriptive Information for Objective 2*

| Descriptive Statistics | | | |
|---|------|----------------|----|
| | Mean | Std. Deviation | N |
| My supervisor/line manager has my best interest at heart. | 3.36 | 1.033 | 85 |
| Teamwork is encouraged. | 3.78 | .968 | 85 |
| The supervisor/line manager listens to ideas made by team members on how to do things better. | 3.35 | 1.066 | 85 |
| I have tools of trade to be able to do my job well. | 3.54 | 1.086 | 85 |

4.4.3.3 Correlations: Objective 2

Table 4-11 depicts a strong positive relationship between all the constructs for objective 2, which is about employee perceptions of the current leadership style. The highest Pearson correlation coefficient of 0.563 indicates a substantial link between "My supervisor/line manager has my best interests at heart" and "The supervisor/line manager listens to ideas made by team members on how to do things better." The lowest correlation coefficient from the constructs is 0.299 but indicating a strong relationship between "My supervisor/line manager has my best interests at heart" and "I have tools of trade to be able to do my job well". As a result, the Pearson correlation coefficient ranges from 0.299 to 0.563, which is greater than 0.01 Alpha level. All the p-values are less than the 0.01 Alpha level, showing that all of the constructs for objective 2 have a positive but moderately significant relationship.

Table 4-11*Correlations for Objective 2*

| | | Correlations | | | |
|---|---------------------|---|-------------------------|---|---|
| | | My supervisor/line manager has my best interest at heart. | Teamwork is encouraged. | The supervisor/line manager listens to ideas made by team members on how to do things better. | I have tools of trade to be able to do my job well. |
| My supervisor/line manager has my best interest at heart. | Pearson Correlation | 1 | .535** | .563** | .299** |
| | Sig. (2-tailed) | | .000 | .000 | .005 |
| | N | 85 | 85 | 85 | 85 |
| Teamwork is encouraged. | Pearson Correlation | .535** | 1 | .470** | .286** |
| | Sig. (2-tailed) | .000 | | .000 | .008 |
| | N | 85 | 85 | 85 | 85 |
| The supervisor/line manager listens to ideas made by team members on how to do things better. | Pearson Correlation | .563** | .470** | 1 | .512** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 85 | 85 | 85 | 85 |
| I have tools of trade to be able to do my job well. | Pearson Correlation | .299** | .286** | .512** | 1 |
| | Sig. (2-tailed) | .005 | .008 | .000 | |
| | N | 85 | 85 | 85 | 85 |

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

4.4.4 Research Objective 3: To ascertain the morale of the staff in the department.

Determining the morale of the department's employees is the purpose of this objective. The data was collected, and the results were presented using the five questions that make up this construct:

1. "I have respect for other team members." The online questionnaire's question 6.8.
2. "Opportunities for growth are available." This is question 6.9 of the online questionnaire.
3. "I represent my directorate/unit well to other staff members." This is the online questionnaire's question 6.11.
4. "I am satisfied with my job." This is the online questionnaire's question 6.12.
5. "I feel appreciated in my job." Question 6.13 of the online questionnaire.

4.4.4.1 Reliability Test for Objective 3

The researcher ran a reliability test to confirm that the questions that establish the study's objective1 are reliable. For the five questions, an internal consistency Alpha of 0.760 was obtained, as shown in Table 4-12.

Table 4-12

Reliability Test for Objective 3

| Reliability Statistics | | |
|-------------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .760 | .777 | 5 |

4.4.4.2 Descriptive Information: Objective 3

The highest average score of 4.46 is observed in "I have respect for other team members" which indicates that the respondents agree with this construct, as indicated in Table 4-13. A middle score of 4.00 is observed in "I represent my directorate/unit well to other staff members", "I am satisfied with my job", and "I have respect for other team members". The construct that occurs the most with a score of 4, which indicate that the respondents agree with the following statements: "I represent my directorate/unit well to other staff members", "I am satisfied with my job", and "I feel appreciated in my job". The standard deviation is the highest at 1.109 for "Opportunities for growth are available construct, which imply a less consistent score. A more consistent score, with a lesser variation of the

0.568 which is closer to mean score of 4.46 is seen on the construct “I have respect for other team members”.

Table 4-13

Descriptive Information for Objective 3

| | | Statistics | | | | |
|----------------|---------|--|---|-----------------------------|-------------------------------|--|
| | | I represent my directorate/unit well to other staff members. | Opportunities for growth are available. | I am satisfied with my job. | I feel appreciated in my job. | I have respect for other team members. |
| N | Valid | 85 | 85 | 85 | 85 | 85 |
| | Missing | 0 | 0 | 0 | 0 | 0 |
| Mean | | 4.26 | 2.91 | 3.42 | 3.25 | 4.46 |
| Median | | 4.00 | 3.00 | 4.00 | 3.00 | 4.00 |
| Mode | | 4 | 3 | 4 | 4 | 5 |
| Std. Deviation | | .657 | 1.109 | .980 | 1.022 | .568 |
| Minimum | | 2 | 1 | 1 | 1 | 3 |
| Maximum | | 5 | 5 | 5 | 5 | 5 |
| Sum | | 362 | 247 | 291 | 276 | 379 |

4.4.4.3 Correlations: Objective 3

Between the constructs "I feel appreciated in my job" and "I am satisfied with my job", the strongest Pearson correlation coefficient is 0.607 at 0.01 Alpha level and a p-value of zero, indicating a strong positive significant link, as indicated in Table 4-14. Between the constructs "I represent my directorate/unit well to other staff members" and "I have respect for other team members," the Pearson correlation coefficient is the second strongest at 0.603 at 0.01 Alpha level and p-value of 0, indicating a strong positive significant link. "Opportunities for growth are available" and "I have respect for other team members" have the smallest significant association, with $r=0.258$, $p\text{-value}=0.17$, and Alpha level= 0.05 . Although this association is significant, the $p\text{-value}=0.17$ is bigger than the Alpha value= 0.05 , implying that it may have happened by coincidence.

Table 4-14*Correlations for Objective 3*

| | | Correlations | | | | |
|--|---------------------|---|--|--------------------------------|-------------------------------------|--|
| | | Opportunities for growth are available. | I represent my directorate/un it well to other staff members. | I am satisfied with my job. | I feel appreciated in my job. | I have respect for other team members. |
| Opportunities for growth are available. | Pearson Correlation | 1 | .181 | .475** | .451** | .258* |
| | Sig. (2-tailed) | | .098 | .000 | .000 | .017 |
| | N | 85 | 85 | 85 | 85 | 85 |
| I represent my directorate/unit well to other staff members. | Pearson Correlation | .181 | 1 | .437** | .329** | .603** |
| | Sig. (2-tailed) | .098 | | .000 | .002 | .000 |
| | N | 85 | 85 | 85 | 85 | 85 |
| I am satisfied with my job. | Pearson Correlation | .475** | .437** | 1 | .607** | .395** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 85 | 85 | 85 | 85 | 85 |
| I feel appreciated in my job. | Pearson Correlation | .451** | .329** | .607** | 1 | .376** |
| | Sig. (2-tailed) | .000 | .002 | .000 | | .000 |
| | N | 85 | 85 | 85 | 85 | 85 |
| I have respect for other team members. | Pearson Correlation | .258* | .603** | .395** | .376** | 1 |
| | Sig. (2-tailed) | .017 | .000 | .000 | .000 | |
| | N | 85 | 85 | 85 | 85 | 85 |

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

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

4.5 Section 3: Qualitative Findings

The third component of the questionnaire included qualitative questions. Patterns in qualitative data were identified, analysed, and interpreted by using Reflexive TA. It was used in this study to engage with qualitative questionnaire responses from 85 participants as well as to react to the research questions.

4.5.1 Research Objective 1: To determine what are the perceptions of employees towards the changes implemented by management.

This research objective deals with the perception of employees towards the changes implemented by management. To collect data and display the results, the following four questions were used:

1. “Can you provide examples of management changes that have been implemented in your directorate/unit in the past three years?” This is question 7 in the online questionnaire.
2. “Can you provide an example of a time when you were up to speed on a project that was going to be implemented?” Question 8 of the online questionnaire.
3. “Can you provide an example of a time when you were not up to speed on a project that was going to be implemented?” This is the online questionnaire’s question 9.
4. “How are changes that affect your directorate/unit introduced to you?” This is the online questionnaire’s question 10.

The following three themes were identified for objective 1:

1. Theme 1: Insights about the changes
2. Theme 2: Type of changes implemented
3. Theme 3: The manner of introduction

4.5.1.1 Theme 1: Insights about the changes

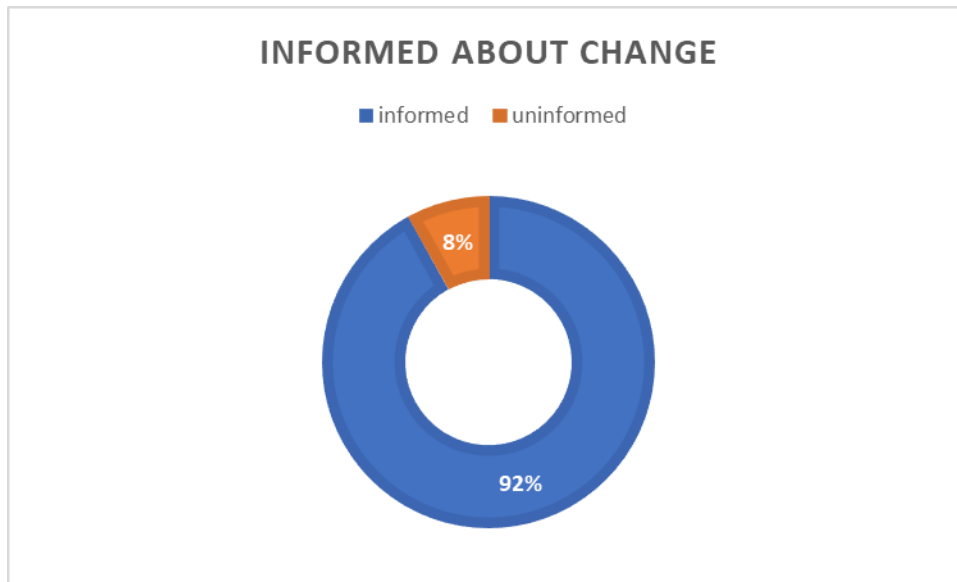
The majority of respondents (92 percent) stated that they were informed about forthcoming changes in the organisation before they were implemented, and that expectations are clearly articulated, as illustrated in Figure 4-5. The initial point of contact regarding the changes is Senior management. Respondent 17 and Respondent 28, for example, both said that:

“Compliance projects are roadmap in advance and are made available to the communities that we are servicing.”

Projects are always communicated during management meetings so that all Directors are aware first-hand.”

Figure 4-5

The number of individuals that were notified of a change in their business unit



Given that most of respondents were informed of the changes, 4% of those surveyed said the changes were conveyed at the last minute. The smallest percentage of respondents (8%) stated that they were not advised of change initiatives. The following are some of the sentiments expressed by Respondent 5, Respondent 32, and Respondent 50:

“Most of the things are communicated at the very last minutes.”

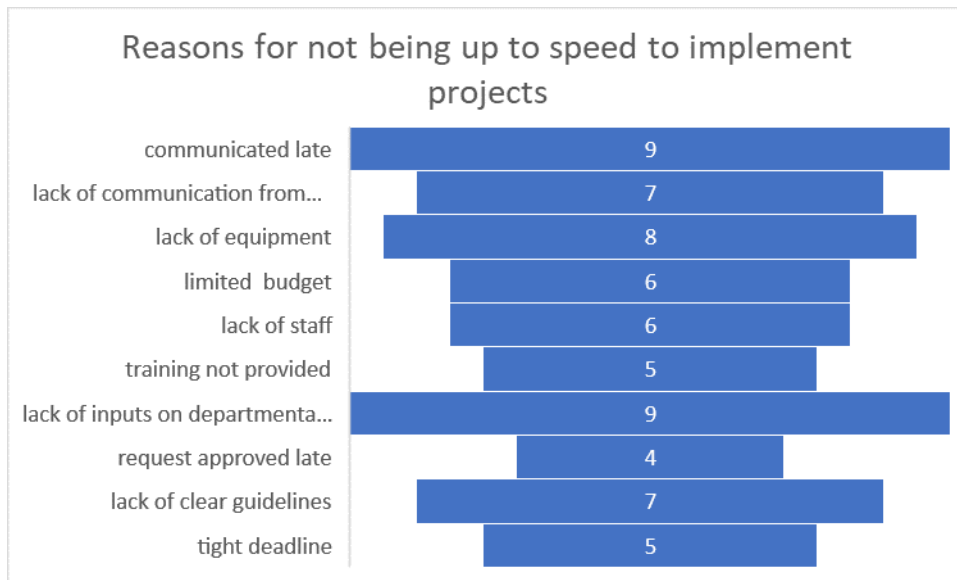
“..., and mostly I’ve never been informed in time.”

“...was moving from one email system to another system. I had to be up to speed with the new system and be comfortable with it in a short period of time.”

Senior management is the first point of contact for any changes. The frequency of replies is depicted in Figure 4-6, Information not passed on by senior managers, budget limits, an inadequate resource, late approvals, lack of clear guidelines and delays in inputs in some of the documents are some of the reasons mentioned for not being up to speed to implement projects.

Figure: 4-6

Reasons for not being up to speed to implement projects



“The job evaluation report that I was unable to submit on time because of lack of cooperation from other stakeholders.”

“...introduction of 10-point plan on the management of funded NPO’s. The system itself sounded good, however there was no clear guidance provided to the districts...”

“Most of the time there is minimal communication as information get stuck in the senior management level. One gets info from other people by asking around.” stated Respondent 19, Respondent 38 and Respondent 53, respectively.

4.5.1.2 Theme 2: Type of changes implemented

In their business units, the respondents encountered various changes, which were identified and noted in Table 4-15. The most discussed change was leadership style, which was followed by remote work rotation and technology changes. Technology changes include the use of new technology to improve procedures, increase efficiency, and productivity of personnel in routine duties, whereas leadership change involves the hiring of new managers to run the unit who have a different leadership style. Respondent 9, for example, revealed:

“We are under new management. There are a lot of changes in technology: new emails, new HR system for applying for leave...”

Table 4-15

Type of changes introduced

| Type of changes introduced | Frequency of the response |
|--------------------------------------|---------------------------|
| Leadership change | 37 |
| Employee exit | 14 |
| Remote work | 16 |
| New appointment | 13 |
| Structural changes | 9 |
| Moving into new offices | 4 |
| Technology changes | 16 |
| New tools of trade | 5 |
| Change of duties | 4 |
| No changes introduced or implemented | 7 |

Respondent 47 shared the sentiment that the appointment of new leaders brings with it a variety of leadership styles, and that this is one of the reasons for management to hire new managers, as well as one of the reasons why some managers had left the organisation, as follows:

“Four managers have left. The changes have left temporal gaps and affected the corporate culture as the team adjusts to a new style of working...”

Working from home on designated days of the week is known as remote work, and it was first implemented at DSD to combat the spread of COVID-19. Respondent 13, for example, revealed this when they stated:

“Due to the COVID-19 pandemic the rotation of staff was implemented.”

4.5.1.3 Theme 3: The manner of introduction

A total of 97% of the respondents felt that changes are executed using one or a combination of communication channels such as actual and virtual meetings, email, phone calls, text messages, WhatsApp, word of mouth from co-workers, workshops/trainings, and circulars. This was expressed in good light, whilst 5% of those respondents expressed dissatisfaction about the way changes were implemented. Respondent 7, 53, 38 and 54, for example, shared the following:

“Physical and virtual meetings are held, and changes are introduced there. Urgent things are also sent to staff using SMS.”

“...The communication comes but not on time.”

“Some are introduced fairly in that one is consulted accordingly...however, there is history of some decisions being imposed to districts.”

“... it was very bad when this happened because it was not well communicated, things would have been much better had this been properly communicated, ...”

Two additional people expressed their thoughts on the level of authority when the changes are introduced. Two out of 85 respondents appeared to be adamant that changes were not introduced to them at all, while others indicated that if changes were introduced, they were announced in a poor manner. Respondent 18 and 38, for example, stated:

“Changes are introduced in a form of a directive”

“...there is history of some decisions being imposed to districts.”

4.5.2 Research Objective 2: To establish how the current leadership style is perceived by employees.

This research objective addresses how employees perceive the current leadership style. The following three questions were used to collect data and present the results:

1. “Please share how you are encouraged to make suggestions on how to implement projects.” This is question 11 in the online questionnaire.
2. “Please share how does your supervisor or line manager motivate you to improve the way you do your job?” Question 13 of the online questionnaire.
3. “What are your thoughts on the statement: ‘We learn from each other.’” This is the online questionnaire’s question 16.

For objective 2, the following three themes were identified:

1. Theme 1: Welcoming of suggestions
2. Theme 2: Motivation to improve the job
3. Theme 3: Learning from each other

4.5.2.1 Theme 1: Welcoming of suggestions

As described in Table 4-16, many respondents (65%) said they were encouraged to provide suggestions, while 38% said line managers/supervisors welcomed feedback from staff, primarily during formal or informal meetings, and 6% said they were consulted for their input. Thirty-five percent of respondents said their direct managers/supervisors did not welcome suggestions.

Table 4-16

Frequency of Responses on the Welcoming of Suggestions

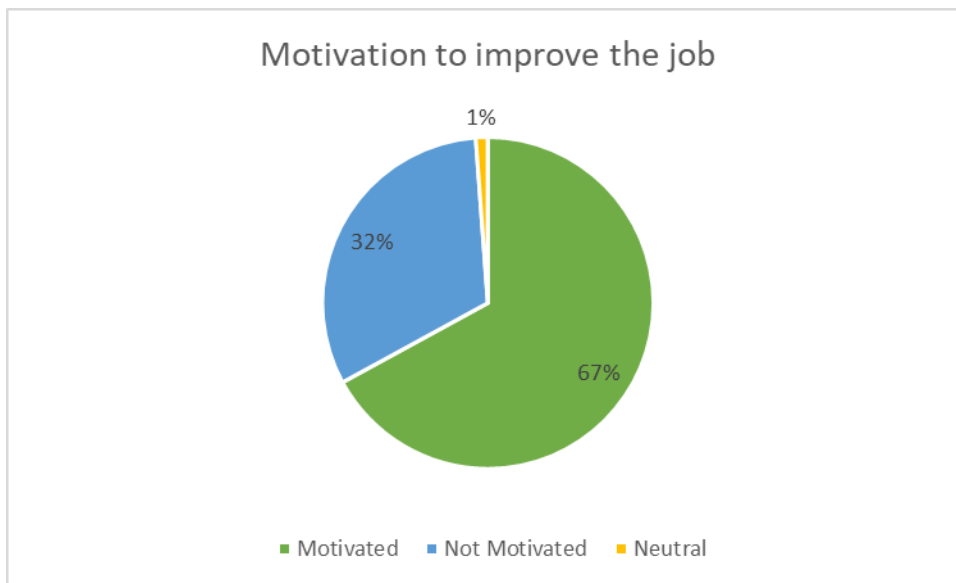
| Theme1: Welcoming of Suggestions | Frequency of the response | Method |
|---|----------------------------------|---|
| Suggestions Welcomed | 55/85=65% | Meetings=25/65*100=38% Consultations=4/65*100=6% |
| Suggestions Not Welcomed | 30/85=35% | Not Applicable |

4.5.2.2 Theme 2: Motivation to improve the job

As shown in Figure 4-7, 57 of the respondents (67%) are of the opinion that their supervisor/line manager encourages them, whereas 27 respondents (32%) believe that their supervisor/line manager does not motivate them. The remaining 1 percent chose not to make a comment.

Figure: 4-7

Motivation to improve the job



Nine of the respondents who said their supervisor/line manager encourages them said their supervisor/line manager motivates them by: praising and complementing them on their good work. Another nine of the respondents indicated that their supervisor/line manager encourages them said their supervisor/line manager motivates them by: allowing them to lead and make decisions in particular activities. Five responses stemmed from the respondent's supervisor/line manager's assistance, which included providing resources and allowing them to further their studies. Finally, four respondents stated that their supervisor motivates and supports them by encouraging them to attend training.

4.5.2.3 Theme 3: Learning from each other

Ninety-five percent of the respondents believe that they learn from one another, while five percent disagree. The highest frequency of 23 responses indicated that they value teamwork, 18 responses indicated the importance of mentoring others, and 9 responses indicated the importance of communication as critical aspects for accomplishing organisational goals among individuals who said they learn from one another.

4.5.3 Research Objective 3: To ascertain the morale of the staff in the department.

This research objective deals with establishing the morale of the staff in the department. The following four questions were used to collect data and present the results:

1. "Please include examples about your level of commitment to performing your job." This is question 12 of the online questionnaire.
2. "How do you show support to other members of your team?" This is the online questionnaire's question 14.
3. "What are your thoughts on the statement: 'I like working in my directorate/unit.'" Question 15 of the online questionnaire.
4. "How are your efforts recognised when you have done well on your job?" This is question 17 on the online questionnaire.

For objective 3, the following three themes were identified:

1. Theme 1: Recognition for level of commitment
2. Theme 2: Showing support to the team
3. Theme 3: The work environment in the unit

4.5.3.1 Theme 1: Recognition for level of commitment

Eighty-four percent of the respondents said they are dedicated to their jobs. Of the 84 respondents, 33 reported a high level of devotion, going above and beyond their professional responsibilities. Only one respondent stated that they are dissatisfied with their job. The majority of respondents (75%) said they are recognised for being committed and performing well at work, while 25% said they are not recognised for the effort they put in. The verbal compliment "Thank you" had the highest frequency of 41, as a form of acknowledgment, followed by performance review with 18 frequencies. Respondent 14 stated, for example:

"I am complimented sometimes with a thank you. I also make sure it is acknowledged in my EPMDS."

Even though most respondents were praised for their efforts at work, there were some inconsistencies in their comments. Respondents 39, 65, and 79, for example, pointed out the following inconsistencies:

"There is still a huge gap when it comes to good work recognition. There is no structured way for management to show recognition to the employees when they have done well."

“It is just a thank you, nothing more. Even when you go above and beyond your call of duty.”

“Thank you means a lot to me when it is from the highest-level people. I hope the bonus will come one day.”

4.5.3.2 Theme 2: Showing support to the team

Eighty-four individuals said they show their team members support in various ways. Only one person stated that they do not support their peers, and no reason was offered. When it comes to helping team members, respondents see communication as crucial (18 times), followed by assisting them with duties (12 times), and then ensuring that they complete their work (11 times). The least amount of expressiveness is demonstrated in delegating some duties to the team and assuring accountability as well as ensuring the team has resources (1 time). Respondents 30 and 40 had the following sentiments in common:

“Consistent engagement with them on matters relating to their work.”

“I assist by listening to their concerns, ...encourage and advise on what is best for the Directorate. Ensure that the work environment is conducive. Encourage individual members to be the best at what they do to benefit themselves and the entire Directorate.”

4.5.3.3 Theme 3: Working in the unit

According to the findings, a large proportion of respondents (86%) agreed that they enjoy working for their business unit, while 9% voiced opposing views and 5% chose to remain neutral. Respondent 29 gives the following example of a favourable viewpoint:

“Liking your unit should be everybody’s first thought because it motivates you to do your work diligently and professionally.”

Nine of the same respondents who enjoy working in their business unit said that while there are challenges, they nevertheless do an excellent job. Respondents 3, 19, and 37, for example, expressed the following sentiments:

“I like working for my unit. At times it is challenging but rewarding when work is done well.”

“I like working in my directorate because of the nature of work, it is challenging, and it needs one to think. That is very important to me as well as the management style by the manager makes one to be able to go to work motivated.”

“The environment is friendly. I work with professional people. The work is challenging me to give out my best. I am allowed to dream big, and I have support of my superiors.”

Six respondents mentioned a desire for change among the respondents who expressed an unfavourable impression of working for their unit. Respondents 35 and 74, for instance, stated:

“I need a change from my section since I have been there since I joined the department.”

“Mine is the opposite, I wish I can be moved or get another position in another department.”

4.6 Summary

The outcomes of the data collected from the respondents were provided in this chapter, beginning with the general response rate and the number of valid returns. After that, each research objective was listed, along with the pertinent questions and findings. Frequencies were used to display the demographic profiles of the respondents as well as their responses to the questionnaire questions, which were organised according to the study objectives. Also discussed and visually depicted were medians, averages, modes, standard deviations, and correlations. To interact with qualitative questionnaire data and answer the study questions, thematic analysis was conducted. This chapter also included the presentation of the themes that emerged from the data.

Chapter 5: Discussion of the Results

5.1 Introduction

To find out how changes implemented by management affect employee morale is the aim of the study and to answer the two questions: What are employees' perceptions of changes employed by management and various leadership styles, and how do these changes affect employee morale? To collect primary data, an online questionnaire was electronically administered to 85 respondents using open and closed-ended questions in the questionnaire that included demographics. A 33.07% response rate was received.

The analysis of data received, and its presentation was reported in the preceding chapter. The outcomes were presented coinciding with the objectives of the study. The key findings for the study will be reviewed thoroughly in this chapter in line with the three research objectives and in relation to the reviewed literature as well as the best practices. The main findings from objective 1 will be discussed first, followed by the key findings from objective 2, and finally, the primary findings from objective 3. The chapter ends with a summary.

5.2 Objective 1 Discussion

To determine what are the perceptions of employees towards the changes implemented by management.

This research objective deals with the perceptions of employees towards the changes employed by management. The results of this study show that the quantitative and qualitative outcomes of the constructs for objective 1 are consistent. Most employees appear to be informed about changes and what is expected of them before they occur. They also seem to believe that the changes employed by management are in the interest of the organisation. These findings support the assertion that individuals need clarity and comprehension of the plans and strategies for the vision to be realised, i.e. the direction in which the organisation is moving in terms of the change (Aldemir, 2010).

The study also revealed that various changes are implemented by management in the organisation. Changes in leadership, technology, remote work, COVID-19 protocols for preventing the transmission and spreading of the virus, structural changes, new tools of trade, moving into new offices, change of duties, employee employment, and employee exits were all mentioned in the research. Communication issues, on the other hand, were raised in negative light. The notification of the changes appears to be delivered at the last minute. This is in line with the observation that a shortage of communication might lead to a lack of awareness of the change (Malek & Yazdanifard, 2012).

Actual and virtual meetings, email, phone calls, text messaging, WhatsApp, word of mouth from co-workers, workshops/training, and circulars are all communication channels that are perceived to be used to communicate the change. This is consistent with the remarks from Aldemir (2010) that the vision of the change must be articulated utilising all available resources to achieve a shared understanding. It must be communicated at all levels of management as well as team members to attain the company goals (Whittington et al., 2020). Several respondents, however, stated that word of mouth is one of the ways changes are conveyed, which is concerning since it might lead to misinformation or a lack of an appropriate system for relaying information. According to Odor (2018), this is stage 4 of Kotter's model where it is a frequent practice for organisations to plan change in isolation, fail to communicate, align, and include the change implementers, and contemplate subordinate to consent.

According to the research findings the initial point of contact for disseminating information about the changes is senior management. This is in line with the notion in the model that new processes are sensitive, fragile, and prone to regression, therefore transformation must begin at the top and work its way down to lower levels of the organisation (Kotter, 2007). Senior managers, on the other hand, do not appear to pass on the knowledge about the change, and when they do, it is not done correctly or in a timely manner.

Additionally, financial restrictions, insufficient resources, late approvals, a lack of clear instructions, and delays in document inputs are only few of the reasons offered by the respondents for "not being up-to-speed with the implementation of projects." This is consistent with reviewed literature on Lewin's Unfreezing stage, which includes uncertainty, anxiety, frustration, wide resistance to the change is present, and the desirable state is envisioned. At this stage motivation for change needs to be developed (Cameron & Green, 2012). This stage involves planning and informing staff about the change as well as the reasons for the change (StartupTalky, 2021).

Moreover, the study revealed that all the constructs for objective 1 had a statistically significant positive relationship. The employees' concerns about their work are taken more seriously when more changes are introduced and disclosed before implementation. These findings support the assertion by Maheshwari and Vohra (2015) in that employee attitudes must be managed during the change effort so that there is less opposition from employees and more readiness for the change. Another example is that the better-informed employees are or aware of what is expected of them in their jobs, the more efficiently the unit runs. This is in accordance with Coetzee et al. (2014) who argue that a leader's purpose, while implementing change, is to improve the performance of organisation.

The respondents also shared their opinions on the degree of power that is in place when the changes are implemented, and that the perception of the leadership style being used appears to be authoritative. This

type of leadership style, according to Cameron and Quinn (2011), is recognised in the fourth quadrant of the CVF, which is Control, and is connected with predictable and dependable processes, people, and purposes. It is critical to monitor how various groups, such as units, divisions, professional groups, and the entire organisation, discuss the change to consider their ideas (Jones et al., 2008). This is also in line with the six relationship-oriented leadership styles outlined by Goleman (2000), from which a leader might choose depending on the situation: coercive, authoritative, affiliate, democratic, pacesetter, and coaching. The behavioural style of managers may have an impact on the work success (Whittington et al., 2020).

On the contrary, none of the respondents acknowledged getting feedback from managers/supervisors on the changes implemented. This is in contradiction with the assertion made by (Odenyo & Kerongo, 2014) that an all-inclusive change approach should be used, including both employee involvement and feedback on the change being undertaken. Only employee engagement appears to be practiced in this study.

5.3 Objective 2 Discussion

To establish how the current leadership style is perceived by employees.

This research objective addresses how employees perceive the current leadership style. The quantitative and qualitative results of all the constructs for objective 2 are congruent, according to the findings of this study. Employee opinions of the current leadership style showed a positive but moderately significant relationship between all the constructs. Most employees appear to feel that their line manager or supervisor encourages and motivates them. Most of the respondents are of the opinion that their views, as well as those of the rest of the team, are considered, and their supervisor/line manager ensures that they have the necessary tools to do their tasks. This is consistent with (Cameron & Quinn, 2011) that alluded that individuals in the Collaborate quadrant of the CVF have attributes such as shared values, dedication, engagement, and communication. Only a small fraction of the respondents had a different view.

Several perspectives arose on how their supervisor/line manager motivates them which include: applauding and complimenting them on their outstanding job, providing resources, and allowing them to further their education and attend trainings. This is also consistent with consideration behaviours stated by Daft (2018), which are concerned with how much a leader cares for his or her followers and involve valuing their opinions, thoughts, and feelings in order to build mutual trust. Showing praise, listening to concerns, and soliciting ideas from subordinates are examples of such considerate behaviours. This is also consistent with three of four approaches to individual change consideration by Cameron and Green (2012) which are:

- Behavioural techniques, including rewards and punishments for changing behaviour. As a result, the appropriate incentive schemes must be implemented.
- Cognitive techniques to positive reframing, such as goal setting and coaching to achieve desired goals. As a result, the objectives specified must be related to motivation.
- The psychodynamic approach, which is concerned with what is going on in our heads when it comes to transformation. Employees' emotional states must thus be understood, and they must be treated as individuals.
- A humanistic approach that emphasises development, growth, and realising one's full potential. As a result, people want to learn and grow, and managers must recognise this.

The psychodynamic approach which is concerned with what is going on in the respondent's thoughts was further explored on the statement "We learn from each other." Individuals who claimed they learn from one another also emphasised the importance of teamwork, mentoring, and communication in achieving organisational objectives. This is aligned with the statement from Lincoln (2010) on the theory on the Collaborative quadrant of the CVF, that the focus on organisations that fit in this quadrant is on teamwork, self-managed work teams, employee growth, worker empowerment, employee engagement, staff involvement, cohesiveness, and employee morale. Finally, teamwork is a component that involves working as part of a group. It is also one of several avenues for employees to share information inside the organisation, but it also has an interpersonal component (Hardy et al., 2016).

5.4 Objective 3 Discussion

To ascertain the morale of the staff in the department.

To determine the morale of the employees in the department is the purpose of this objective. According to the results of this study, the quantitative and qualitative outcomes of all the constructs for objective 3 are compatible. The results reveal that most respondents appear to be satisfied with their work, devoted to work, and feel appreciated. The vast majority indicating a high degree of commitment that goes above and beyond their job description. They indicated they do a good job of representing their unit and they are also praised for their dedication and ability to do well at work. This is consistent with the notion from Robbins and Judge (2013) that employee involvement in decision-making will promote autonomy in the workplace, lead to higher motivation and commitment to the organisation, and eventually lead to increased job satisfaction and performance.

This study also revealed that all the constructs for objective 3 indicated a strong positive significant association signifying the following:

- The more opportunities for growth there are, the more respect respondents have for other team members.

- The more prospects for advancement provided, the satisfied the person is with their job.
- Respondents are more satisfied with their jobs if they feel appreciated at work.
- The more opportunities for growth there are, the more respondents represent their unit well.
- The more respondents represent their unit well, the more satisfied they are with their job.

This is in accordance with the concept of three key dimensions for morale from Hardy et al. (2016), which are interlinked: 1. The Value Dimension (concerned with feeling valued by the organisation and recommends managers give acknowledgement and praise to boost this dimension), 2. The Future Dimension (concerned with working towards a future objective), and 3. The Inter-personal Dimension (concerned with human relations and is used as a channel for communicating the Value and Future Dimensions). This is also consistent with the belief that employees will perform better if they feel valued and secure (Weakliem & Frenkel, 2006).

Verbal comments such as "Thank you" are the most common incentives, followed by a favourable performance assessment score. Inconsistencies were identified that expressed some shortcomings with "Thank you," suggesting that they want alternative types of appreciation. This aligns with the idea put forward by (Richesin, 2011) that performance improvements must be apparent, and individuals responsible must be rewarded, as well as the caution from CMI (2012) that management must recognise that employees are motivated in different ways, with some motivated by monetary rewards and others by non-monetary rewards.

However, the responses indicated that only a small fraction of respondents said they were not acknowledged for their efforts alluding to low morale. This is in keeping with the concept described by Shaban et al. (2017) that the following variables impact employee morale: job instability, uncertain business circumstances, unfair pay rules, and severe outsourcing policies, as well as Mallik et al. (2019) who found a combination of factors associated to high or low morale such as job satisfaction, attitude, outlook, and satisfaction in the workplace environment.

According to this study, respondents encourage their team members in several ways. Respondents rank communication as the most important factor, followed by assisting them with responsibilities and ensuring that they complete their tasks, providing specific obligations to the team and assuring accountability, and ensuring that the team has resources. These results confirm the assertion from (Jalagat Jr, 2016) that holding workers accountable for their obligations is also part of the strategy. Additionally, this aligns with Wanza and Nkururu (2016) who argue that critical management functions including adapting to change, mapping out, organising, allocating responsibility, effectively communicating, motivating co-workers, and consistently developing novel ideas are critical in

managing an organisation through change. Even when problems are mentioned, they stated that they perform excellently. However, some respondents who appear to dislike working for their unit expressed a desire for change, which is a cause for concern.

5.5 Summary

To find out how management changes affect employee morale and to address the following question: how do employees see the changes employed by management and different leadership styles? was the aim of this study. The results of the study were deliberated on in this chapter within the context of the research objectives. In light of the findings and the literature studied, the objectives of the study were also explored. The key results for objectives 1, 2, and 3 were also discussed. According to the results of this study, the closed-ended and open-ended questions results of all the constructs for objectives 1, 2, and 3 are consistent. It was established how employees felt about the changes implement by management. Employee impressions of the present leadership style were gathered. The morale of the employees within the Department was assessed. The conclusions and recommendations will be presented in the next chapter.

Chapter 6: Conclusions, Study Limitations and Recommendations

6.1 Introduction

The research undertaken intended to find out how employees felt about the changes made by management. Employee views of management's changes, as well as staff perceptions of the current leadership style, were investigated to assess employee morale within the Department. In this chapter, a synopsis of the research will be offered, as well as how this study contributes to the existing body of knowledge and the premise for future studies. The limitations of the study are examined, with the focus point being anomalies experienced and followed by the recommendations.

6.2 Research Conclusions

The goal of this research study is to determine how employees feel about recent organisational changes as well as determine how management changes affect employee performance morale and to answer the following questions: What impact do management changes and different leadership styles have on employees? also, what effect do these adjustments have on employee performance? Employee morale would suffer as a result of these management shifts, as well as the range of leadership styles that come with them. The workforce appeared to be in a state of concern prior to conducting the research, and morale had suffered as a result. In terms of work planning, this has had a detrimental influence on worker performance. The findings of the study, on the other hand, revealed the reverse. In this investigation, however, many points of view emerged. The following is the conclusion on the findings of this study, as they relate to the objectives of the research:

6.2.1 Research Objective 1: To determine what are the perceptions of employees towards the changes implemented by management.

The study found that management implements a variety of changes in the organisation. Most staff appear to be aware of upcoming changes and what is expected of them. They also appear to feel that management's changes are in the interest of the organisation. The research cited changes in leadership, technology, remote work, COVID-19 protocols, structural changes, new tools of trade, moving into new offices, change of roles, employee employment, and employee departures. This research clearly shows that the perceptions of management-implemented changes are favourable; however, senior management do not pass on the information about the change, or if they do, it is not done appropriately or in a timely manner. Furthermore, budgetary constraints, limited resources, late approvals, a lack of clear instructions, and delays in document inputs were cited as just a few of the causes for not being

informed about projects. Further results show that feedback from management on the implemented changes is not being received by employees. Therefore, Objective 1 was achieved.

6.2.2 Research Objective 2: To establish how the current leadership style is perceived by employees.

The majority of respondents believe that their opinions, as well as those of the rest of the team, are taken into account, and that their supervisor/line manager ensures that they have the tools they need to do their job. Several viewpoints emerged and based on the research results supervisor/line manager inspire their subordinate, including celebrating and complementing them on their excellent work, offering resources, and allowing them to continue their education and attend training. This style of leadership appears to reflect self-awareness and the need to develop employees, which is similar to Coaching leadership. The results also indicate that when initiating changes authoritative leadership is used. Therefore, Objective 2 was realised.

6.2.3 Research Objective 3: To ascertain the morale of the staff in the department.

The majority of respondents appear to be satisfied with their jobs, dedicated to their jobs, and feel valued. The vast majority demonstrating a high level of devotion that goes above and beyond the scope of their employment. They stated that they do an excellent job of representing their unit and that they are commended for their devotion and ability to perform well at work. The most prevalent rewards are "Thank you" compliments followed by a favourable performance evaluation score. Inconsistencies were found that revealed some flaws with "Thank you" compliment implying that they prefer different sorts of praise. The results also revealed that a few respondents felt they were not recognised for their efforts, implying a lack of morale. The respondents support their team members in a variety of methods. Respondents identify communication as the most critical component, followed by helping them with responsibilities and ensuring that they complete their tasks, assigning defined roles to the team and ensuring responsibility, and ensuring that the team has resources. Based on the results of this study, it is clear that the morale of the employees within the department is acceptable, yet several respondents despise working for their unit and expressed a desire for change, which is cause for concern. Therefore, Objective 3 was attained.

6.3 Study Limitations

The following were limitations to the research:

- A low (33.07%) response rate was received in this study. The high data costs associated with providing feedback via the WhatsApp platform attributed to the low response rate.

- This study employed a sample frame of 770 employees who used company mobile phones to be part of the research. Systematic random sampling was utilised in the study as a probability sampling approach. Although this was the best way to contact employees during the COVID-19 pandemic, as some employees did not have access to their work emails and were working remotely, it was not the ideal alternative. A higher response rate may have been attained if a non-probability approach, such as convenience sampling, had been adopted.
- The company placed a major limitation by not permitting this study to implement interviews and this was only informed very late in the research journey because the research topic could not be changed.

6.4 Recommendations

Based on the findings of this study, the following recommendations for KZN DSD are made:

- A similar research might be undertaken utilising interviews instead of WhatsApp to boost the response rate using a non-probability strategy, such as convenience sampling.
- Management should realise the necessity of including all employees in the change management process. As a result, it is critical that staff are educated about the change and to be motivated to change.
- Human capital must be more highly valued. Furthermore, the processes that provide feedback to employees about the change, as well as participatory decision making, are advised in this study to increase morale and communication.
- Some employees do not have access to work needed to stay productive whilst working from home, which is particularly concerning during a global pandemic when working remotely necessitates the availability of such equipment.
- There appears to be a disparity in remuneration and reward. It is therefore recommended that management must get training on how to motivate people, as well as on policies and regulations that determine how employees may grow within the organisation.
- More employee mentorship and training are encouraged to foster ongoing knowledge sharing and learning inside the organisation. Employee communication, interpersonal relationships, and effective team collaborations will all improve as a result of this.
- Continuous personal development of employees is recommended to further their careers in their business units and the Department as a whole through training.
- When it comes to assigning responsibilities, some employees are assigned excessive workloads, which can contribute to low morale and frustration. To optimise the potential of the human capital, decision-making skills should be enhanced in employees at certain levels. It is also suggested that the Department attempt to create a balance between work and employee well-being.

6.5 Study Contributions

The critical review of the literature to gain insight on changes implemented by management and how they affect employee performance has revealed significant benefits in understanding the following constructs: change management, leadership style, employee morale, employee motivation, employee participation, and communication during the change. The advantages of this study are that all these dimensions were considered. Another advantage is that this study a primary data collection tool (questionnaire) which encompassed both open-ended and closed-ended questions, providing an in-depth comprehension of these constructs. Several studies have demonstrated the significance and role of these dimensions in employee performance. According to the results of this study, changes implemented by management demonstrated a positive significant relationship between leadership style and employee morale.

6.6 Recommendations for the Organisation to implement in practice

This study may assist organisations that can apply it as a tool to boost employee performance, morale, and motivation. The findings of the study might be used by managers or supervisors in the public sector to examine and implement techniques to encourage and boost employee morale, and hence the performance of the organisation. It is also a tool for organisations to use as a benchmark to determine whether the tactics employed by managers during times of change are efficient, well-executed and to find areas for improvement.

6.7 Recommendations for Future Research

Future studies might incorporate not just the perspectives of employees within the organisation but also those of stakeholders that assist the organisation in delivering services to the community as they also contribute to the overall effectiveness of the organisation. As a result, the population can comprise all KZN DSD personnel as well as other stakeholders, such as staff at Non-Profit Organisations, Old Age Homes, Youth Centres, and so forth. Interviews, as a key research instrument, may be utilised to target employees who help in these structures.

6.8 Conclusion

The intention of the research was to find out how employees felt about the changes made by management. To analyse employee morale within the Department, employee perceptions of management changes, as well as staff assessments of the present leadership style, were explored. As a

result, research objectives 1, 2 and 3 were accomplished. A summary of the research was provided, as well as how it contributes to research and the foundation for future studies. The research limitations, as well as the recommendations, were included. According to the findings of the research, there is a positive relationship between management changes, leadership style, and staff morale. It is also obvious that employee motivation, participation, and communication throughout the transformation have a good association. It is suggested that on condition that the recommendations are effectively executed and monitored, these could improve employee impressions of changes employed by management, as well as staff opinions of the present leadership style and employee morale within the Department.

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APPENDICES

APPENDIX A: GATEKEEPER'S LETTER



KWAZULU-NATAL PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

**DIRECTORATE:
HUMAN RESOURCE DEVELOPMENT & UTILIZATION**

| | | |
|-----------------------------|------------------------------|----------------------------|
| FAX/MAIL | 085 752 3427 | Room 112, 174 Meyer's Walk |
| Telephone/ Ucinga/ Telefoni | 033 341 7936 | Private Bag 90144 |
| Empumele/ Inkqubo/ Naziso | M. N. Mkhosha | Pretoria/ Durban |
| E-mail | nicola.mkhosha@kzndsd.gov.za | 3200 |
| Reference | DS/22 | |

Mrs HE Blose
Master's Administration Student
Department of Business Administration
University of KwaZulu-Natal

Contact No: 079 523 9656
Email: hlangiwe.E.blose@kzndsd.gov.za

Dear Mrs. Blose

**PERMISSION TO CONDUCT RESEARCH UNDER A TOPIC "THE IMPACT OF
MANAGEMENT CHANGES ON EMPLOYEE PERFORMANCE"**

1. This matter has reference.
2. Kindly be informed that the permission has been granted by the Head of Department for you to conduct research in the department, for you to fulfill the requirement of your Master's Degree in Business Administration at the University of KwaZulu-Natal.
3. The permission authorizes you to: -
 - (a) Interview and distribute your research questionnaires to employees in the department under Communication Directorate and other employees in the Head Office, at their consent deemed relevant to your research project and maintain high level of confidentiality; and
 - (b) Share your findings with the Department.

Wishing you success during your research project.

Yours Faithfully

[Redacted Signature]

MRS NI VILAKAZI
HEAD OF DEPARTMENT
DATE: 19/07/2021

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL
For research with human participants

INFORMED CONSENT RESOURCE TEMPLATE

Note to researchers: Notwithstanding the need for scientific and legal accuracy, every effort should be made to produce a consent document that is as linguistically clear and simple as possible, without omitting important details as outlined below. Certified translated versions will be required once the original version is approved.

There are specific circumstances where witnessed verbal consent might be acceptable, and circumstances where individual informed consent may be waived by HSSREC.

Information Sheet and Consent to Participate in Research

Date: 03 September 2021

Greeting: Dear Participant,

My name is Hlangiwe Blose from the KwaZulu-Natal Department of Social Development, Communication unit. My contact number is 0795239655 and email address is 212560120@ukzn.ac.za

You are being invited to consider participating in a study that involves research on the impact of management changes on employee performance. The aim and purpose of this research is to determine the impact of management changes on employee performance and to answer the following question: how do employees perceive the management changes and different leadership styles, as well as how do these changes affect employee performance? These management changes with the associated variety of leadership styles would impact on employee morale, which would affect employee performance. The study is expected to enroll 300 employees of the KwaZulu-Natal Department of Social Development.

It will involve the following procedures: A link will be sent to a participant via WhatsApp which will then direct the participant to an online questionnaire, which will be used and will have both closed and open-ended questions that the participant needs to answer. The questionnaire will start with close-ended questions and then, open-ended questions. With closed-ended questions, a Likert scale of 1 to 5 measurements will be used to show the level of agreement or disagreement. Range 1 will denote strongly disagree, 2 will indicate disagree, 3 will represent neutral, 4 will indicate agree and 5 will denote strongly agree. The open-ended questions will be at the end of the questionnaire and will be used to get the participant's opinions and perceptions. The duration of your participation if you choose to enroll and remain in the study is expected to be ±30 minutes. The study is not funded.

There are no risks and/or discomfort involved in the study. The study will provide no direct benefits to participants. The researcher must disclose in full any appropriate alternative procedures and treatment etc. that may serve as possible alternate options to study participation.

If the research could potentially involve risk, explain in full if compensation exists for this risk, what medical and/or psychosocial interventions are available as treatment, and where additional information can be obtained.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher at 212560120@ukzn.ac.za or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus
Gqozo Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

This research is voluntary and that participants may withdraw from participating at any point, and that in the event of refusal/withdrawal of participation the participants will not incur penalty or loss of treatment or other benefit to which they are normally entitled. There are no consequences for withdrawal from the study.

There are no costs incurred as a result of participation in the study.

Anonymity / confidentiality will be maintained by not revealing the names of those sent questionnaires or that of the companies they form part of, instead respondent 1, respondent 2, etc. will be used as a form of identification which will ensure anonymity of the participants.

All data collected will be securely stored in different gadgets such as the USB memory sticks and hard drive. To ensure information is not lost, data will also be backed up on Dropbox and the UKZN OneDrive. Furthermore, all data that will be collected will be securely stored by the Supervisor at the Graduate School of Business and Leadership for a period of five years.

In terms of disposal, all data will be disposed of once the period of retention has lapsed, in accordance with instructions from the Ethical Clearance Committee and in line with the UKZN data management policy procedures.

.....

CONSENT (Edit as required)

I _____ have been informed about the study entitled The Impact of Management Changes on Employee Performance (provide details) by Hlengiwe Blose (provide name of researcher/fieldworker).

I understand the purpose and procedures of the study is to determine the impact of management changes on employee performance and to answer the following question: How do employees perceive the management changes and different leadership styles, as well as how do these changes affect employee performance? These management changes with the associated variety of leadership styles would impact on employee morale, which would affect employee performance.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 212560120@stu.ukzn.ac.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Gogo Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

APPENDIX C: QUESTIONNAIRE

My name is Hlengiwe Blose. I am a Master of Administration student. I can be reached on 0795239655 and email address is 212560120@ukzn.ac.za.

You are being invited to consider participating in a study that involves re-search on the impact of management changes on employee performance. The aim and purpose of this research is to determine the impact of management changes on employee performance and to answer the following question: how do employees perceive the management changes and different leadership styles, as well as how do these changes affect employee performance?

Your participation in this research is voluntary. You may withdraw from the research at any time with no negative consequence. Confidentiality and anonymity will be maintained.

Please take the time to participate. Thank you.

*** 1. Please give an answer to the following demographic information by choosing the appropriate answer from the options given below.**

What is your age?

- between 20-29 years
- between 30-39 years
- between 40-49 years
- between 50-59 years
- 60 years and over

*** 2. What is your gender?**

- Male
- Female

*** 3. How many years have you been working in the public service?**

- between 0-5 years
- between 6-10 years
- between 11-15 years
- between 16-20 years
- 21 years and above

* 4. How many years have you been working for the KwaZulu-Natal Department of Social Development?

- 1-3 years
- 4-6 years
- 7-9 years
- 10-12 years
- 13-15 years
- 16 years and over

* 5. Please specify your directorate/business unit in the KwaZulu-Natal Department of Social Development.

* 6. Section 2

Please indicate your level of agreement or disagreement with each of the following statements by choosing the appropriate answer.

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 6.1 I am informed of what is expected of me when doing my job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.2 Changes are explained to me before they happen. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.3 The changes that are implemented improve the running of the unit or directorate. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.4 The supervisor/line manager listens to ideas made by team members on how to do things better. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.5 My supervisor/line manager has my best interest at heart. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.6 My concerns about my job are taken seriously. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.7 Teamwork is encouraged. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.8 I have respect for other team members. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.9 Opportunities for growth are available. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.10 I have tools of trade to be able to do my job well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.11 I represent my directorate/unit well to other staff members. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.12 I am satisfied with my job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6.13 I feel appreciated in my job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

* 7. Section 3

Please share your opinion by answering the following questions:

Can you provide examples of management changes that have been implemented in your directorate/unit in the past three years?

* 8. Can you provide an example of a time when you were up to speed on a project that was going to be implemented?

* 9. Can you provide an example of a time when you were not up to speed on a project that was going to be implemented?

* 10. How are changes that affect your directorate/unit introduced to you?

* 11. Please share how you are encouraged to make suggestions on how to implement projects.

* 12. Please include examples about your level of commitment to performing your job.

* 13. Please share how does your supervisor or line manager motivate you to improve the way you do your job?

14. How do you show support to other members of your team?

15. What are your thoughts on the statement: "I like working in my directorate/unit".

16. What are your thoughts on the statement: "We learn from each other".

17. How are your efforts recognised when you have done well on your job?

APPENDIX D: TURNITIN REPORT

Turnitin Originality Report

[Document Viewer](#)

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ID: 1629117922
Word Count: 24645
Submitted: 17

1st Draft of Dissertation By Hlengiwe Blose

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| <1% match () Mangwaya, Ezron Pemberai. "Teachers' perceptions of the state of readiness for the introduction of grade zero/early childhood education in Zimbabwe : a case |

APPENDIX E: ETHICAL APPROVAL LETTER



23 April 2022

Hlengiwe Evidence Blose (212560120)
Grad School Of Bus & Leadership
Westville Campus

Dear HE Blose,

Protocol reference number: HSSREC/00003185/2021

Project title: The impact of management changes on employee performance

Amended title: Exploring the impact of organisational change on employee morale

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 11 April 2022 has now been approved as follows:

- Change in title

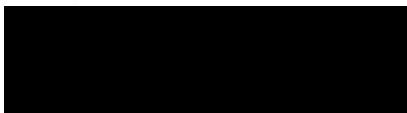
Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the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

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

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

Best wishes for the successful completion of your research protocol.

Yours faithfully



.....
Professor Dipane Hlalele (Chair)

/dd