UNIVERSITY OF KWAZULU-NATAL

TITLE

The Effects of Organisational Change on Employee Motivation in Eskom, Kwa-Zulu Natal Customer Services (Integrated Demand Management)

By

Student Name: Linda Wiseman Mbotho

Student Number: 215081333

A dissertation submitted in partial fulfillment of the requirements for the degree of
Master of Business Administration

Graduate School of Business and Leadership
College of Law and Management Studies

Supervisor: Dr. E. Mutambara

2017

DECLARATION

I, Linda Wiseman Mbotho   declare that:

- The research reported in this thesis, except where otherwise indicated, is my original work.

- This thesis has not been submitted for any degree or examination at any other university.

- This thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.

- This thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:

  a) their words have been re-written but the general information attributed to them has been referenced;

  b) Where their exact words have been used, their writing has been placed inside quotation marks, and referenced.

  c) Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.

  d) This thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the thesis and in the References sections.

Signed:……………………………………………………………………………

Acknowledgement

I wish to acknowledge the following people for their contributions towards the completion of my study:

Table of Contents

LIST OF FIGURES

planning

LIST OF TABLES

Abstract

This study evaluated the effects of organizational change on staff motivation at Eskom Kwa-Zulu Natal Customer Service (Integrated Demand Management), which is a South African state-owned company (SOC). Organisations are persistently trying to implement both planned and unplanned organizational change management strategies to remain in competition. Eskom is expected to have a well-planned organizational change management strategy due to the monopolistic advantage they have in South Africa within the generation, transmission, distribution of electricity and customer services. Organizational change management has become so challenging to maintain due to more attention that must be paid to employees (Muathe, 2016). This study reviewed the origin of change management as well as the employee motivation. This study used the questionnaires with a sample of employees from Eskom KZN Customer Service, Integrated Demand Management. A descriptive method research design was used, and it involved in depth collecting and analysis of data. A sample of 98 Eskom employees from a target population of 130 employees was used. The research data collection method was conducted using the quantitative data technique. The data was collected from multiple cases, such as published journals, Eskom published reports and other related credible online publications. Findings indicated that there is a positive relationship between organisational change and employee motivation. This has been tested using both Pearson and Spearman correlations.

CHAPTER 1

Introduction

1.1.   Introduction

Organisational change is unavoidable as companies are forced to implement change to survive business challenges. The study aimed to investigate the effects of organisational change on employee motivation in Eskom Kwa-Zulu Natal Customer Service. The focus was on Eskom Kwa-Zulu Natal Customer Service. The focus of the study formed part of this chapter to outline the questions to be answered within the study. Problem statement clarified what is not known about the study, the purpose of the study will follow as to clarify the main aim of the study, methods design used, collection of data, the objectives of the study, correlation   predicted the expected relationship among variables. The expected outcome of the study covered all what was useful from this study.

Preliminary study shows that introduction of new business focus results in declined performance. The employee job description change worsens employee performance which in turn negatively affects staff motivation.

1.2.   Background

Eskom is an energy company owned by the South African government. The organisation is the only one involved in the generation, transmission and distribution of electricity up to customer services meaning that it is a monopoly in the energy sector. Electricity is distributed to mining sector, industrial, agricultural, commercial, residential customers and to customers from Southern Africa (Eskom, 2015). The company has been under tremendous pressure to meeting electricity demand versus supply. The organisation has suffered massive financial instability for the past five years. This was as results of debts by municipalities owning to Eskom. Year 2016/2017 is the evidence where the company pulled the plug in some of their customers who were not paying their debts. The study will only focus on the Integrated Demand Management division which deals with customer services. This division had been tasked to promoting and

encouraging the electricity consumers to use electricity wisely by reducing the usage to reduce strain from the system. Employees from this division had been visiting customers, running campaigns, workshops, electrical appliance promotions and providing advisory services. The division even used or nominated their employees to act as energy champions in their department (Eskom, 2015). Employees had been trained to communicate with customers to encouraging them to reduce the electricity cost. The focus now has been changed completely as the employees from this division are expected to advise the same consumers to use electricity as a debt collecting strategy. There seems to be signals of demotivated staff after this announcement. The study evaluated if the organisational change has effects on employees' motivation.

1.3. Motivation of the Study

Change moves people from comfort zone. It is uncomfortable to leave something that you know. The study will create the following benefits:

- ☐ Better ways of Organizational change to be implemented.
- ☐ Ensuring that organizational changes do not affect employee motivation negatively.
- ☐ To understand the experiences of employees during the restructuring exercise.
- ☐ The results of study are intended to contribute to knowledge of organisational change and employee motivation**.**

1.4. Aim of the study

The aim of the research was to evaluate how the change within an organisation has affected employees' motivation.

1.5. Focus of the study

This research sought to evaluate the effects of organisational change implementation process on employee motivation in Eskom Kwa-Zulu Natal Customer Service. Basically, this evaluated the negative impacts to employee motivation by the implementation of change management within Eskom Kwa-Zulu Natal Customer Service (Integrated Demand Management).

1.6. Problem Statement

The Eskom employees within the customer service department had been encouraging the electricity consumers to use electricity wisely as part of their job description. Their job focus has now been completely changed to encouraging the same consumers to use electricity as a way of recovering debts. This study sought to understand if this major organisational change has effects on employee motivation.

1.7. Objectives

The objective of this study was to evaluate the impact of organisational change processes on employee motivation in Eskom, Kwa-Zulu Natal, Customer Service. This was done by reviewing the following issues:

(a) To establish the types of organisational changes in Eskom, Kwa-Zulu Natal, Customer Service.
(b) To determine the importance of communication during organisational change.
(c) To determine the relationship between organisational changes and employee motivation in Eskom, Kwa-Zulu Natal, Customer Service.
(d) To provide the recommendations on how organisational changes can be done successfully.

1.8. Research questions

(a) What are the types of organisational changes in Eskom, Kwa-Zulu Natal, Customer Service?
(b) What is the importance of communication during organisational change?
(c) What is the relationship between the organisational changes and employee motivation?
(d) What are the recommendations on how organisational change can be done successfully?

1.9. Methodology

The researcher used a descriptive research design to achieve the answers from the stated request questions. The study questions dictated for the quantitative method to be used and SPSS (24) to analyse the received data. The research consisted of questionnaires to identify the organisational change that was implemented in Eskom and the effects of change on employees` motivation. The study only targeted the Eskom employees from customer service (Integrated Demand Management) not the company as a whole. Sample was 98 employees but 61 employees completed the survey. The questionnaire had four sections including the biographic information e. age, gender, ethnic group, etc. The electronic questionnaires were constructed using questionPro website and were then sent to the recipients via email.

1.10. Limitation of the study

The   research was only focused to one division/ department within Eskom hence data was collected from the identified department not the entire company.

1.11. Summary

This chapter stated the origin of the research problem. The background, the focus, the purpose of the study and the problem statement were all described. The research methodology was also outlined. The research objectives that were aimed to be achieved by the study were defined.

The study aimed to unearth the effects of organisational change to employees' motivation. The study was based on change that took place in one of the Eskom divisions at Kwa-Zulu Natal. The next chapter will be presenting the literature review of the study.

CHAPTER 2

Review of the literature

2.1. Introduction to the review of the literature

This study will focus on the expectations by the employees should the organisational change processes take place. Studies have been conducted where guidelines have been developed in assisting companies should they wish to implement organisational change. This chapter will be demonstrating what is expected from the company management prior the implementation process as to avoid failures. The link between organisational change and the employee motivation will be emphasised as the core of this study. The organisational change can have impacts on the organisation and all stakeholders in different ways.

Andrade (2016:31-42) suggested that the individuals that are involved need to understand the reasoning for change occurrence and believe that it is going to produce fruits for them before supporting it. The successful change implementation is determined by a proper alignment between people, content as well as the process (Al-Haddad and Kotnour, 2015:234). They have indicated the importance of addressing the critical aspects that direct to the successful change.

2.2. Defining key terms

2.2.1 Organisational change

Robins and Judge (2013:614) defined organisational change as the way of making things different. They added that when change is introduced, the old style and system get removed to introduce the new procedures or processes. Organisational change is defined as a significance change within the company resulting in the restructuring of company role players, addition of new services that were not available before, implementation of new employee job descriptions. Change can be regarded as an unending process within the organisation (Ahmed et al., 2015:546-564). Organisational change can be defined as a great measure change application with a strategy of turning around the way an organisation has been functioning (Kim, 2015:134-152). The

purpose of this section is to present the overview of organisational change, and the focus will be on change communication, employee change resistance and the link between change and employee motivation. Passenheim (2010:7) defined change as the way of altering with organisational strategy, culture change resulted environmental changes, structure and technology. Organisational restructuring is the form of change that is caused by many reasons including competitive advantage over rivals and to cut cost.

2.2.1.1.   What is change management?

Change management is described as the phenomenon that requires full attention, trustworthiness, engagement with affected role players, role clarity, and necessity to be managed with care for an organisation to survive and have a competitive advantage (Samuel, 2013:1-18). Furthermore, the success of the change management implementation always goes back to the way the awareness was done. Hence the organisational management style influences the change management process (Chirimbu, 2011).

The state owned organisations are operating within the boundaries of community, media and political superiors with a vast influence of organisational changes (Rainey, 2014). Organisational change is defined as an inevitable and adaptive process for the survival of both individuals/employees and organisation faced by the organisational leaders (Belias and Koustelios, 2014:187-200).

Organisational change happens on the sources of intended campaigns as to respond from the mission of the organisation (Song, 2009:15-41). Organisational change can also defined as the process of breaking down the current existing organisational or departmental assembly and forming a new one (Shah and Ghulam Sarwar (2010: 640-652). Organisational change might be small but the effects on employees can determine success and failure.

2.2.2 Motivation

Motivation has been conceptualized and discussed by many researchers. Whiseand and Rush (1988) defined motivation as a drive or willingness for an individual to push himself/herself to exert high amplitudes of effort. Motivation plays a vast role within an organisation as it increases employees' job satisfaction. When employee is satisfied, the organisational performance will automatically increases (Kaur, 2013:1061). Employee motivation is important for a company to achieving high productivity as a benefit in a long term. Business requires motivated employees to strengthen and grow revenue (Kaur, 2013:1061). Tan (2014:18-19) defined motivation as one of the important factors that can affect human performance and behavior. Success of any business relies on employees' motivation (Joseph, 2015:62). Employees are the most important or valuable assets within an organisation and they need to be motivated in order to deliver for the organisation. Maslow (1943) developed a hierarchy of needs which is a psychological theory of motivation. People get motivated to achieve some needs. Human behaviour is motivated by physical survival needs.

Previous studies on employee motivation demonstrated motivation factors such as job security, promotion opportunities and another physical workplace environment (Bjerke, Ind and Paoli, 2007:57-73). Studies have revealed the factors such as flexible working hours as well as recognition when a millstone has been accomplished (Castro and Martins, 2010:1-9). The most aspects that are contributing towards employee's motivation are as follows:

- ☐ The physical workplace environment: Poor lighting, noise level, poor ventilation and extreme temperatures result in lack of motivation.
- ☐ Social workplace environment: This refers to the relationship with colleagues and immediate supervisors.
- ☐ The psychological workplace environment: This one refers to the way employees fell about work itself.

2.2.2.1. Types of employee motivation

Employee motivation can be divided into two i.e. extrinsic and intrinsic motivations. It cannot be debated that management need to motivate their employees in order to achieve the organisational objectives. Researchers have conducted studies about motivation and most agreed that Herzberg was the first one to come with the distinction between intrinsic and extrinsic motivation. (Nduka, 2016:2). Many researchers have brought different ideas while trying to formulate concise motivation theory.

2.3. Types of organisational change
2.3.1. Organisation-wide change

During this change, an organisation exercises the restructuring and resizing. The organisational change gurus indicated that for change to be successful, the organisational culture should change too of which the change in culture is one of the organisational wide change. Changes on this type are for a long term and when not done properly it can be more destructive (Otchere-Ankrah, 2015:8).

2.3.2. Subsystem change

One of the subsystem change examples is the addition of new service or new product resulting to the organisation redesign or re-organisation of department (Otchere-Ankrah, 2015:8).

2.3.3. Transformational change

The good example of this change might be a structural change normally from top-bottom. This change is sometimes known as quantum change, radical change or 2nd order change and it is a discontinuous change. (Otchere-Ankrah, 2015:8-9).

2.3.4. Incremental change

This is when an organisation is improved continuously as a form of quality management. This is also known as 1st order change and is characterised by the change processes decision making, communication ways and the functional change processes (Zafar and Naveed, 2014:239). Incremental change is known as the continuous process. Zafar and Naveed suggested that the implementation of change should be gradually. First order change is a result of low demand as shown in Figure 2.1. The example of this change is cost change which take place during a cost reduction exercise by an organisation to improve performance (Zafar and Naveed, 2014:238-241). The change implementation is to improve the company effectiveness, procedures and processes.

Incremental change presentation
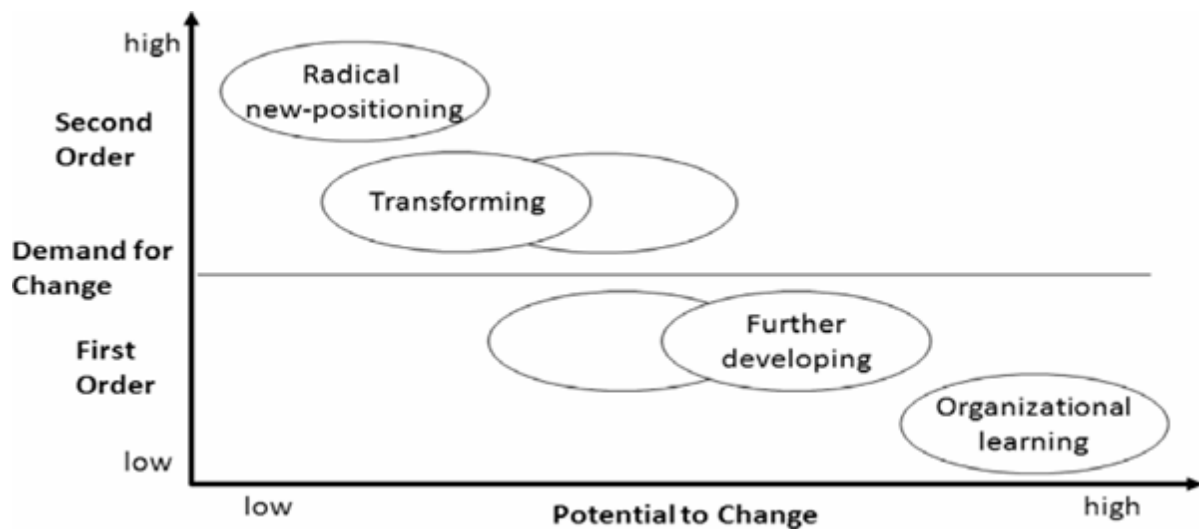
Figure 2.1: Types of Organizational Changes

Adapted from: Levy, A., Merry, U., (1986). "Organizational Transformation – Approaches, Strategies, and Theories", Greenwood Publishing Group, New York

2.3.5. Business process re-engineering

This is a strategy that management use to redesign the processes and workflows within organisations. This is aimed to achieve the improved customer service at lower operational cost. This change can be initiated in one or more departments within an organisation should a strategic need arises (Jamali et al., (2011: 354).

2.3.6. Unplanned change

The normal cause of these changes is the lack of social equality within the entity. There are also external factors that come with negative influence e.g. economic uncertainties and some are caused by changes in government regulations. Dealing with such changes is normally chaotic and expensive as an organisation is expected to come with a solution within a limited period. When dealing with this change a short-term solution is normally favourable as it fixes the current problem (Otchere-Ankrah, 2015:9).

2.3.7. Remedial change

This can be implemented to correct present condition of the business and poor performance improvement within a department or entire entity also to deal with large budget deficits. This change process is normally urgent as it deals with the present status of the department/organisation which requires correction. (Otchere-Ankrah, 2015:9). The change forms part of the organisational corrective action with an intention to increase functionality.

2.3.8. The applicable change to the study

The incremental change is applicable to this research since this change was introduced or directed to the units, divisions or components of an organisation as a business re-engineering strategy. The customer service division is dealing directly with Eskom customers hence the change had to be made within this division to change the way media or community look at Eskom.

2.4.   The importance of communication during organisational change

2.4.1. Organisational communication

Organisational communication is defined as the way of communicating news related to work instructions from the organisation to the workers (Phattanacheewapul and Ussahawanitchakit, 2008:114-123). This communication has two objectives. One of the objectives is to advise employees about their responsibilities and policies of the company and the second objective is for community construction within the company (De Ridder, 2003:1-10). This communication educates, motivates and advices all employees at different levels to be part of the organisational strategy (Barrett, 2002). Communication is required to advise members of the organisation about the organisational change and the impact on their work to be brought by the change (Husain, 2013).

2.4.1.1.   Communication During the change planning phase

During this phase, communication is required as a way of preparing employees for the organisational change. Need for change must be communicated by clarifying the discrepancy between the desired outcomes versus the actuals (Husain, 2013:44-50). Husain, (2013) added that, if the desired change type is an organisational-wide change, the primary communication must come from the top leaders of the organisation.

2.4.1.2.   Communication during the implementation phase

The organisation will experience large quantity of activities during change implementation phase. Most employees are not directly taking part in the change process and have no knowledge about what is happening causing uncertainty.

Open communication between the change agents/or champions and employees plays the vital role as it promotes informed drive, favourable employee behaviour and good for increasing productivity (Robbins and Judge, 2012). Change leadership needs to recognise and treat communication as a relevant dimension that leads to the success of organisational change as it creates change readiness, reduced uncertainty and helps to

gain commitment (Simoes and Esposito, 2013). They added that communication is known as a social process as it combines people with different ideas to exchange idea meanings. Transparent communication is essential as it develops the change recipients to become better change participants as they will be contributing in playing an active but not passive role toward achieving common organisational goal (Simoes and Esposito, 2013).

Communication during organisational change has been emphasized extensively as an important factor of the process (Husain, 2013:44-50). Lewis (1999) indicated that organisation change process is related to the communication process. When change communication is not managed correctly or sufficiently, will sometimes result in rumours (Difonzo et al., 1994:47-52). Most organisational changes fail because of organisation leadership failures to address platform readiness for change (Haque, Titi Anayah and Liu, 2016:983-999). Leadership have responsibility to formulate a strategy that will assist in managing organisational change process and to ensure that the staff is engaged throughout the change process. It is vital for an organisation leadership to assist their employees to understanding the importance of change (Bourne, 2015:141-159). The skills level of the company leaders determines the success of change (Perlman and Lepperts, 2013). Leadership is regarded as the integral and contributor to the planning and implementation of successful change (Jones and Harris, 2014:81-93). Transformational leadership is required to achieve successful change (Ikinci, 2014:122-128). It is important for leaders to ensure that employees adopt the organisational change process and believe that will be beneficial to them. Organisational leaders should find a convincing reasoning and ensure that the common goal is achieved to buy in the employees (Press, 2014). Resistance to change decreases when proper communication is employed resulting to more productivity (Husain, 2013:44-50).

Leaders should contribute to the learning process and all development stages of change (Toremen, 2002:185-202). It is important for leaders to provide training and motivation as a form of preparing them for change (Sayli and Tufekci, 2008:193-210). Transformational leadership approach has been adopted for the past years due to their success when dealing with organisational change.

Leadership must display a crystal-clear identification of organisational goal, accommodative and encouraging environment for employees (Eisenbach et al., 1999:80-89). Transformational leaders can add more effort in influencing, satisfying employees and they are also eager to performing organisational change prerequisites (Karip, 1998). Transformational leaders have characteristics of being a good example around people by always strive to create incentives to employees as an inspirational tool (Eraslan, 2004:1-132).

Transformational leaders need to comply the following ways to achieve effective organisational change (Sayli and Tufekci, 2008:193-210).

2.4.1.3. Employee engagement

Vance (2006:22-51) stated that employees who have been engaged can help the organisation to achieve business goal or mission and to produce projected business results. He added that the organisational strategy determines the level of investment towards strengthening the employee engagement. Mehta et al., 2014:1-22 stated that the leadership role during change process needs not to be underestimated as the success of change management is a function of active leadership. The creation of conducive environment by engaging employees is the responsibility of leadership and to ensure that employees are free to express their ideas (Katz and Miller, 2014:40-45).

2.5. The relationship between organisational changes and employee motivation

The employees` motivation can be affected by the level of participation should the organisational change take place. The utilisation of employees` capabilities can boost their motivation and eagerness in achieving successful organisational change (Brown, 2011). Organisational change can lead to the high levels of unhappiness especially when employees` job descriptions have been changed. When organisational change is conducted with less uncertainty on employees, then the motivation will be greater to support change (Robbins and Judge, 2012).

2.5.1. Employees' participation during organisational change

Participation is defined as the right to contribute in the decision taking (Schanz, 1992:1091-1914). It is the responsibility of a change agents to ensure that all parties who are going to be affected by the change process are permitted to participate on the decision making instead of forcing them to accept change (Noe et al., 2012). When employees are allowed to participate in the change process, then their chance of acceptance of change increases and motivation increases (Noe et al., 2012). Employees' involvement during organisational change increases support for change. Participation by employees improves efficiency and communication between employer and employees (Mayo, 1933). Change agents need to be very vigilant when given choices to employees that are participating to the change because employees will feel demotivated when their options have been neglected (Grobler et al. (2006).

2.5.2. Effects of organisational change on job output

It has been noticed that organisational change without proper management can cause employees not to give their best performance as a result of work pressure introduced by the introduction of organisational change (Witting, 2012: 23).

2.5.3. Organisational change and employees 'job security

There is less studies that have been done linking organisational change and employees' job security. However, researchers have indicated that job insecurity comes with negative attitude on employees when facing organisational change (Witting, 2012: 23).

2.5.4. The effects of organisational change on employees` career

Organisational restructuring which is under the umbrella of transformational change is relevant to this study since the change was strategically planned by management. The focus of organisational change was a divisional change as it was only applied to customer service division. Witting, (2012) suggested that employees need to know about the impact of change in their careers.

2.6. Theoretical framework

There are numerous motivation and change theories such as Maslow`s five-stage model, ADKAR Model, Herzberg two-factor theory, Lewin`s three-step change theory, The Burke-Litwin Model of Organisational Change, Kotter`s 8 steps for change and some will be summarised in this study. Some of these theories serve as evidence that motivation and change are the phenomenon to be used to answer questions.

2.6.1. Maslow

The five-stage model developed by Maslow is divided into growth needs and deficiency needs. Top level is identified as being growth needs, secondary or B-Needs while the first four levels are known as deficiency needs (D-Needs) or primary needs. Maslow (1943:370-396) indicated that lower needs need to be satisfied before progressing to the higher levels as shown on Figure 2.2 below. Maslow`s

Hierarchy of Needs
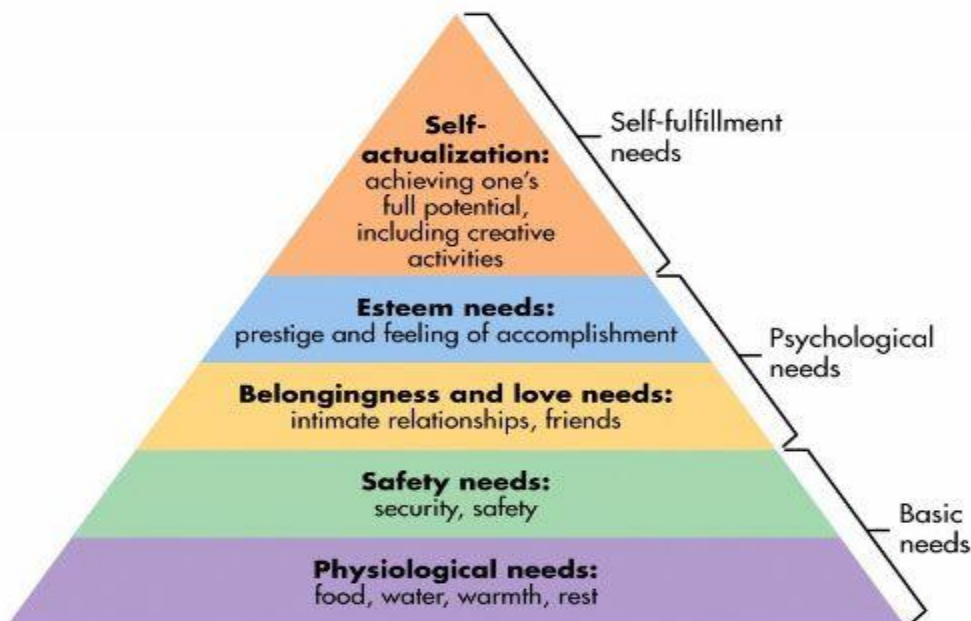
Figure 2.2

Adapted from: Maslow (1943) `s Hierarchy of Needs

Primary needs as shown in Figure 2.2 are those that are physical needs e.g. safety needs, love and needs for belonging and esteem needs (Maslow, 1943:370-396). He then added that, sense of satisfaction only occurs when the individuals' needs are met.

2.6.2. Herzberg

Herzberg (1966) who is one of the motivation gurus presented motivational theory known as two-factor theory looking at hygiene factors that are extrinsic and looking at motivator factors that are intrinsic. Herzberg emphasized the importance of addressing employee motivation in order to increase their performance Hygiene factors may cause job dissatisfaction if they are not adequate (Herzberg, 1966). Hygiene factor prevent employee dissatisfaction whereas motivation factors allow employee to be job satisfied. (Tan, 2014:18-22). Two-factor theory is not too far from Maslow`s hierarchy of needs and the difference is that it supplies more factors that can measure the degree on how employees are motivated in their workplace (Tan, 2014:18-22). Herzberg two-factor theory proposed that the intrinsic factors and extrinsic factors are not depended to each other (Tan, 2014:18-22).Figure 2.3 demonstrates the classification relating to motivators and hygiene factors:

The relationship between organisational change and employee motivation
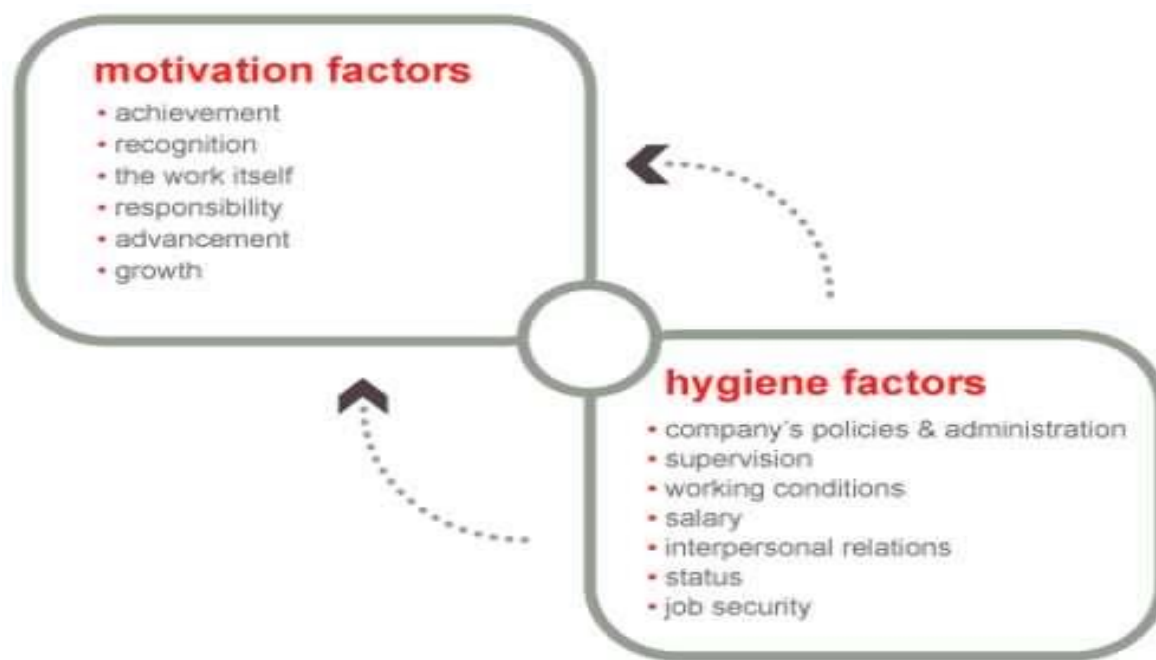
Figure 2.3: Motivation factor vs hygiene factors

Adapted from: Herzberg's Motivation-Hygiene Theory: 1957

2.6.3. Comparing Maslow's theory and Herzberg theory

Theory of Maslow addresses the needs to be fulfilled in order for the person to be motivated whereas Herzberg theory emphasizes the causes of employee satisfaction and dissatisfaction (Kian et.al. 2014: 97). Herzberg theory identifies the elements leading to motivation and demotivation. Maslow1s theory is disruptive and simpler whereas Herzberg theory is prescriptive (Kian et.al. 2014: 98).

2.6.4. Forces of change

Organisations are sometimes forced to implement changes due to external or internal forces. Some organisation use change as the form of achieving a competitive advantage. Smith (2011:111-128) indicated that organisational change is now happening more rapidly as compared to the previous years and this is due to the changes from politico-economic, social and technology as shown in Figure 2.4 below. Organisational change may create a sense of job insecurity to employees (Terry, Carey and Callan, 2001).Organisational change happens due to two forces i.e. external forces and internal forces (Rizescue and Tileaga, 2016:267-280).

Forces of organisational change

Figure 2.4

Adapted from: Universalia Institutional and Organisational Assessment Model: Hugh Mitchell (2002).

2.6.4.1. The external forces

These forces promote change within an organisation due to environmental conditions. Normally theses forces are around where the organisation is located. External forces can be listed as follows:

Administrative or legal forces: changes within the country regulations can affect the way an organisation is conducting business (Rizescu and Tileaga, 2016:139).

- Political: This can affect both imports and exports by the organisation.
- Socio-cultural
- Economic cycles: When the economic status is unstable, business get affected.
- Stakeholder: All that involved with the entity can force change e.g. partners, donors and government.

☐ Technology: Advancements of technology forces the organisation to be in phase with the change.

☐ Ecological: These are environmental impacts.

1.6.4.2. Internal forces

Presented below are the internal factors within organisation going through change (Esparcia and Argente, 2012).

☐ Growth: This is when an organisation grows either budget or number of employees.

☐ Power and political factors: Leaders from the highest levels may introduce different goals against the other stake orders in lower levels.

☐ Goal succession: New organisation goal needs to be introduced to service competition.

☐ Decisions by management: Disputes from the employees and other agents can arises asking for new roles within the organisation.

☐ Economic restriction; when organisation want to maximise profit using less possible resource.

2.6.5. Lewin`s three-step change model

Model with three steps was the result of change process (Lewin, 1947). The Figure 2.5 shows the steps or stages within Lewin`s three step change model. Lewin (1951) demonstrated that for a change project to be successful three steps must be followed to motivate the existing organizational behaviour, attitudes and values. These steps are as follows:

The three-step model of change
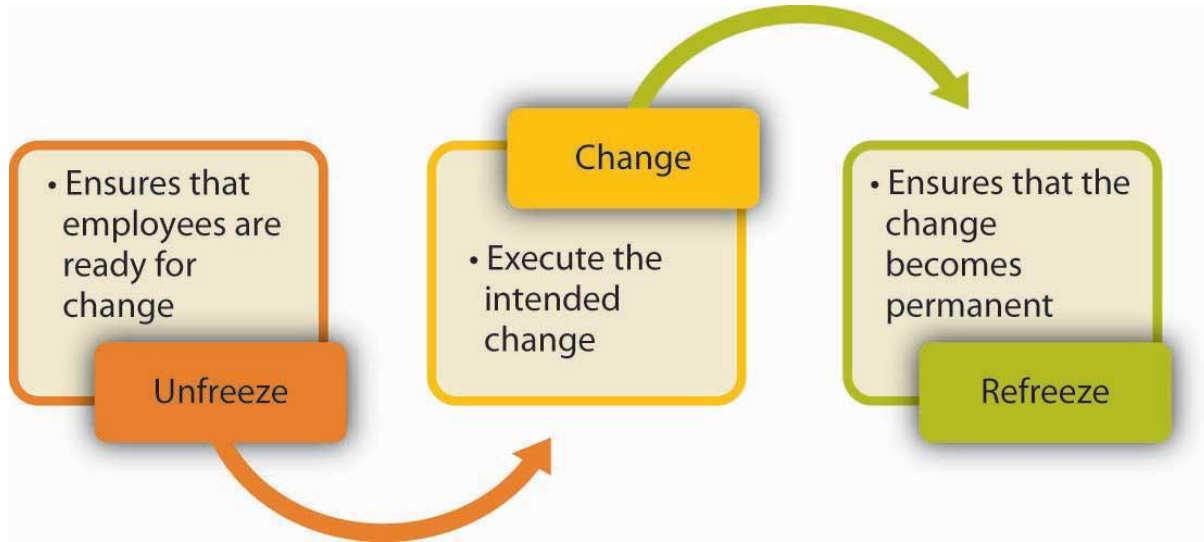
Figure 2.5

Adapted from: Approaches to managing organizational change: Lewin's three step model (1951).

(a) First step: Unfreezing

During this step, it is well emphasized that before an organization implement change it is a requirement to go through this step of unfreezing. This is where the planning and preparation to move away from comfort zone occurs (Burnes, 2004: 313). It is well known that people will naturally tend to resist change if the change awareness was not done properly. Old ways of thinking, old processes as well as the organizational structures need to be carefully examined as a way of demonstrating to the employees the need for a change. Employees need to be assured about how the change will benefit them. Motivation is then created by unfreezing step but not controlling, predicting or pointing out the direction (Schein, 1996:62). Lewin suggested that any attempt to predicting an outcome is not always a straight forward exercise because of forces associated with change. Change will on happen when there is a benefit perceived for progressing with change. Environment must be formed to allow change to happen.

(b) Second step: Changing

Now since people are unfrozen, they can be able to move. This is where the high level of uncertainty and fear is experienced. At this stage people begin to learn new behaviours as well as the way of thinking. For this stage to be smooth, employees must be educated, supported and management to exercise transparent communication. Again, throughout this process employees need to be reminded about the importance of this change and how it can benefit them. Change will only happen once the psychological preparedness has been conducted (Morrison, 2010). He added that at this stage uncertainty and fear take place. Change agents need to communicate continually the benefits of the proposed change to get a buy in from those who are participating.

(c) Third step: Freezing

This is where the acts of reinforcing take place and new ways of doing things treated as the status quo. This step ensures that people do not go back to their old ways of doing business. Successful change is achieved through group activity as old routines and norms need to be transformed. When unfreezing is not done properly, it is easy for employees to go back to the old ways of doing things. It is vital for change agents and champion leadership to continue using supporting mechanisms like ongoing support, rewards, policies and offer orientation to the new system (Lewin, 1935).

2.6.6. Lippitt`s Phases of Change Theory

Lippitt has just extended from Lewin`s three-step theory of change. Lippitt, Westley and Watson developed a seven-step theory that is dealing with the responsibilities of change agents and these seven steps are as follows:

(a) The need for change must be identified.

(b) The change capacity needs to be assessed.

(c) The motivation level and commitment of the change agents needs to be assessed.

(d) The action plans need to be developed and the establishment of strategy is required.

(e) Change needs to be maintained, communication and feedback is essential at this stage.

(f) The change agents need to know their roles clearly.

(g) When change has become part of the organisational culture then the change agents need to withdraw the helping relationship.

2.6.7. ADKAR Model for change management

The ability of managing a single person is taken as a pre-requisite of dealing effectively with organisational change management. Among other tools to be used in driving change management, Prosci who is one of the gurus in change management developed ADKAR model. The model in full is Awareness, Desire, Knowledge, Ability and Reinforcement Asiya et.al, (2013).

Researchers have paid more attention and emphasis on the well-known factors of employee satisfaction and motivation i.e. workplace flexibility, skills utilisation, teamwork, remuneration and autonomy (Filiz, 2013, Ignat and Clipa, 2012). Mokoditoa (2011) indicated that employee motivation is directly linked to the manner an organisation behaves. The employee satisfaction drives towards motivation and occupy a vital niche within the organisational behaviour (Mafini, 2014:1-11).

2.6.8. The Burke-Litwin Model of Organisational Change

Burke and Litwin (1992:523-545), came with organisational change strategy by publishing this high-level model where they emphasised that some elements causes other elements to change. Burke and Litwin (1992:523-545), came with twelve dimensions to be used as key to the organisational change process as shown in Figure 2.6.

The Burke-Litwin Model of Organizational Performance and Change.
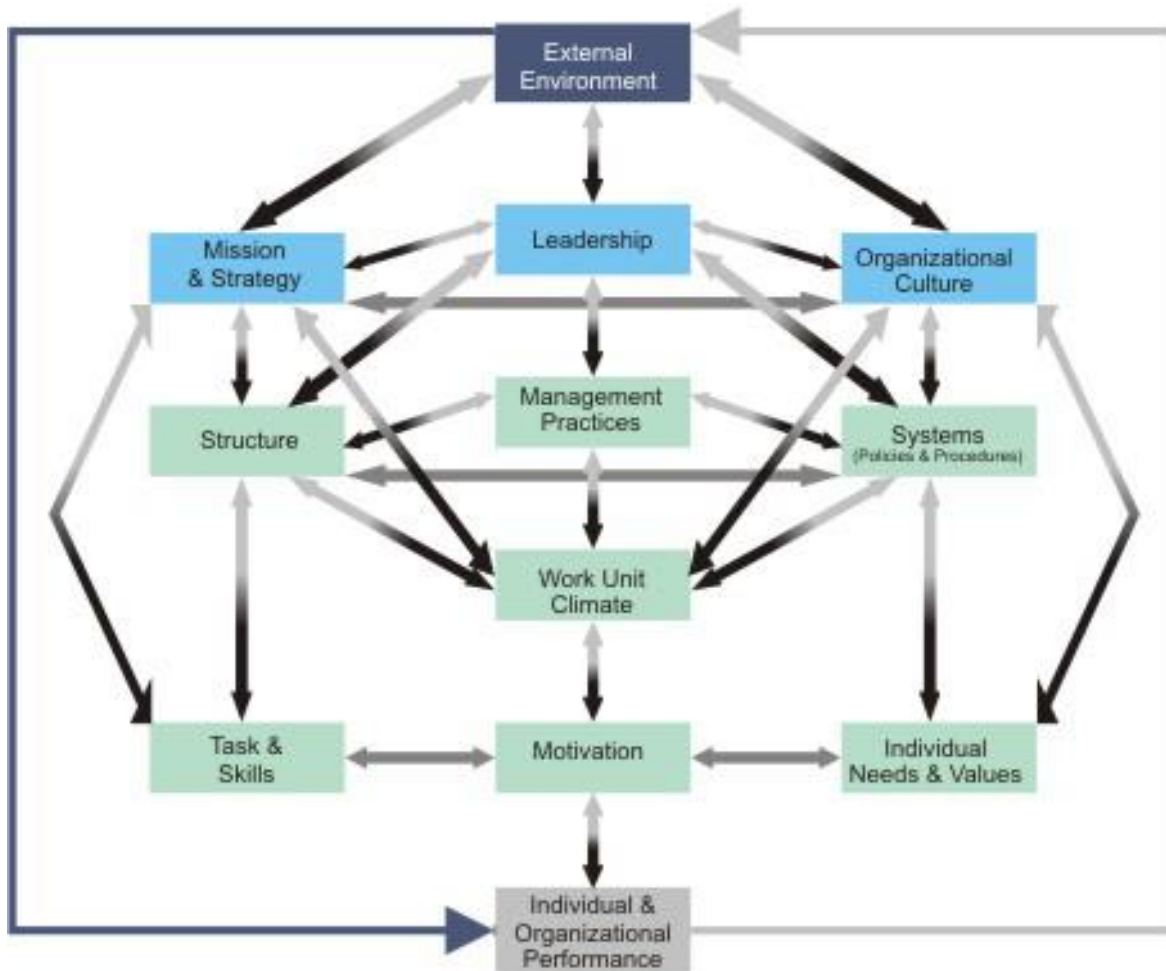
Figure 2.6

Adapted from: Warner Burke, W. and Litwin, G.H (1992) 'Causal Model of Organizational Performance and Change,' Journal of Management. © 1992.

The Burke-Litwin Model attempts to implement change by using the performance and both internal and external factors affecting performance (Awua-Ikhia, 2016:1-17). This model focuses on assessing the environmental factors and the organisation to ensure that change is done successfully. Burke and Litwin differentiated among transactional and transformational aspects, where transformational organisational change take place when responding to external situations affecting the mission, values and leadership of the organisation. On the other hand, transactional aspects get interrupted or affected by

the work environment, structure and managing practice. They form the model so it can be used a guiding factor when aiming for a successful organisational change initiative.

2.6.8.1. External environmental factors

The external environment is what forces for the creation of change as presented in figure 2.6.There are transformational elements within this model that are treated as the core to the performance of an organisation. Burke and Litwin (1992:523-545), mentioned factors like: mission, strategy, leadership and organisational culture to be addressed and aligned correctly in order to make or achieve significant changes within the organisation.

2.6.8.2. Transformational factors

☐ Mission and strategy

This is what the people of the organisation believe and expect to be the reasoning or core purpose behind the existence of the organisation.

☐ Leadership

This is where the philosophies, actions and senior management values are displayed. Change management study is one of the most dominant research topic in management (Thurlow and Mills, 2009: 459-479). The studies have indicated that almost seventy percent (70%) of change management initiatives fail (Judge and Douglass, 2009). The main reason for this failure is due to the lack of compelling leadership towards employees that are resistant to change (Paulsen et al, 2009:511-523).

☐ The organisational culture

These are known as the standard organisational norms and behaviour that are that are expected and accepted within the company.

2.6.8.3. Transactional factors

Burke and Litwin (1992:523-545), also addressed the transactional factors which organisational elements that can be easily changed and produce rarely same impact as

compared to the transformational factors and these are presented in light green in figure 2.6. The modification of these factors is likely not to be permanent. And these factors are: organisational structure, systems, motivation, individual values and needs, individual skills and management practices.

2.6.8.4. The presentation of individual and organisation performance

Burke and Litwin (1992:523-545), added that the organisational performance gets affected by the outcome of change and they defined performance as the change effectiveness measuring instrument.

2.6.8.5. Application of Burke-Litwin Change Model

Burke-Litwin Change Model can be used as an organisational change framework to identify the current state and the impact that can be caused by the proposed change implementation. The following steps need to be followed in order to achieve the fruits of the Burke-Litwin model as shown below:

Step 1: Identify where the necessity of change is coming from

According to Burke and Litwin (1992:523-545), organisation initiate or propose due to something not working the way it is supposed and it can be initiated by future projections that require change to occur as now. They indicated that change gets initiated due to four factors as mentioned before i.e. the external environment, transformational factors, transactional factors and performance. These are done by first deciding the change imperative group and then identify the relevant elements for the situation.

Step 2: Current situation assessment

The change imperative key elements must be understood and the following questions as shown in the table can be used as a guide. All elements under both transformational and transactional factors can be used to assess the current situation.

Step 3: All affected elements must be incorporated in to the change plan.

Since it is now understood about what is happening, the next step is to decide on what needs to be changed to solve the identified key problem element, also what must be changed from the main associated factors.

2.6.9. Kotter`s 8-step change model

Kotter (1996), developed a more detailed approach for managing change and this was done by listing most common mistakes that management make when initiating organisational change. He then established an organisational change model consisting of eight stages to achieve a successful organisational process. These stages are presented in Figure 2.7

Kotter`s 8-Stage Process to Creating Major Change

Figure 2.7

Adapted from: Kotter`s 8-step change model leading change (1996).

1. **Creating the sensation of urgency-**

Transformational leader need to initiate the creation of confidence and develop a communication environment by appointing the champions of change from those employees displaying the understanding about the necessity for change (Kotter, 1996)

2. **Providing guidance**-

Leaders are supposed to encourage those people who are eager for change and provide guidance activities and encourage teamwork (Kotter, 1996).

3. **Vision**

Leader needs to anticipate company future and required to be innovative (Kotter, 1996).

4. **Sharing of vision**

When vision is shared, employees can avail and commit themselves to take part in the organisational change process (Kotter, 1996).

5. **Authority to the employees**

Leadership needs to allow employees to express their ideas toward the shared vision without any fear (Kotter, 1996).

6. **Allow short-term achievements or incentives**

Share the benefits and awards of organisational change for employees as it will assist to reduce the resistance to change (Kotter, 1996).

7. **Change monitoring**

Leadership to project possible organisational change outcome, appoint people who will be focussing to the vision (Kotter, 1996).

8. **Allow new ideas**

Leaders need to allow new inputs that are in phase with the vision as this can prevent focusing to the wrong direction (Kotter, 1996).

2.6.10. The reasons for employees resistance to change

The success of organizational change depends on the acceptance by the employees. Studies have identified the following major factors of employee resistance to change i.e. Group resistance, uncertainty, lack of organizational change awareness and loss of trust in management or change ambassadors.

Communication breakdown is a measure cause of employees resisting to change (Bateh et al, (2013:113-116). They added that leaders need to be trained so they can understand the resistance and reduce the uncertain hence increase collaboration so they can be able to overcome the employees` resistance of change. The leadership style especially during the implementation of change process plays a vast role. The researcher has put more emphasis on business process re-engineering to address the employees resistance to change since Eskom has implemented the same change. Serban[1] and Iorga[2] (2016:366), indicated that the re-engineering process is designed not to be standard as it requires the change champions to consider all that will be affected. Researchers have indicated that 70% of re-engineering processes fail due to resistance and problems with employees not understanding the change management aspects (Serban[1] and Iorga[2], 2016:366). They added that management of organisational change sometimes neglect the human factor during the re-engineering process. Employees resist change due to the fear of losing their jobs or their authority and due to the feeling that lacks comfortability of new environment (Habib, 2013:1-10). Serban1 and Iorga2 (2016:367) argued that people or employees are the core of the organisation and if they do not understand the change process, they will always reject it.

2.6.11. The effect of change implementation

Studies have demonstrated trust as the major contributing factor to low employee morale. Kante, Stein and Jick (1992), developed 10 Commandments of organizational change implementation as follows:

1. Need for an organizational change to be analysed.
2. Both common direction and shared vision to be created
3. Separating from past

4. Sense of urgency to be created.

5. Strong leadership role to be supported.

6. Political sponsorship to be lined up.

7. Change implementation plan to be crafted.

8. Enabling structure to be developed

9. Transparency by involving people and have a clear communication.

10. After reinforcing then the change need to be institutionalized.

It is claimed that nearly seventy percent (70%) of organizational change initiatives fail (Kotter, 2008).

2.6.12. The organisational change process

In most cases change is unavoidable for both organisations and individuals. Hence this is sometimes due to politic, technology, laws, etc. Organisational change requires a systematic approach. Hence most organisational change initiatives fail as a result of poor formation and implementation processes (Song, 2009:15-41:114-123). The success and the failure of change management depend on the way an organisation manages change and also on the nature of business so as the people involved. Change management also depends on the way people understand the need for a change as well as the process involved. Understanding the theories and methodologies associated with change management is very crucial (Sikdar and Payazhi, 2014). Change management is an approach that is structured to ensure that the changes are processed and implemented smoothly for achieving all benefits of change. The change management process draws attention to many disciplines from organisational and human behaviour to system thinking, hence the main principle to be followed is to ensure that change management is not done in isolation as it can impact the entire company and all individuals associated with it (Sikdar and Payazhi, 2014).

2.6.13. Experiences and perceptions of change management

For an organization to adapt its internal and external environmental forces, it is required to undergo change. Conversely the complexity of this process can be determined by the

individuals' response (Randall and Procter, 2008:686-700). Diefenbach (2007:126-144) state that human beings are very sensitive to change and the way it is introduced. It is not always the case to find employees against change but the way change has been managed (Diefenbach, 2007:126-144). Diefenbach (2007:126-144) indicated that organizational expect employees to adopt change or go and leave the company. Different groups within an organization are expected to differ in perception due to the individual experiences (Jones, et al., 2008:294-316). Most employees experienced difficult change and demonstrate high level of anxiety strong awareness of negative results even though employees' attitudes are positive towards change (Jones, et al., 2008:294-316). The study by Jones et al., (2008:294-316) displayed that most employees are not fully informed about change and this showed high levels of poor communication from management, whereas change requires a well-planned process to mitigate problems.

Poor flow of information from management to the employees does negatively impact the performance of employees (Frahm et al., 2007:370-387). They added that communication and involvement of employees during the early planning phase do motivate and help them to understand the need for change. The absence of formal, professional communication about the change within an organization does open gaps for rumours and grapevine discussions which results to the high levels of stress within workplace (Frahm et al., 2007:370-387).

 Initial response by employees when change is announced will be positive but due to the lack of transparent communication about the changes hurts employees' morale (Frahm et al., 2007:370-387). For employees to favour the organisational change it will be wise for organization to present its positive image towards employees (Kovoor-Misra, 2009:494-510). Employees need to have a social comfort feeling and to experience working conditions that is pleasant as a form of promoting motivation (Govender et al., 2010:237-253). The success of the organization depends on the level of employee motivation (Kruger et al., 2010:59-72).

2.7.   Summary

In chapter 2 the organisational change, change management and motivation were all deeply defined. Types of change were addressed. The chapter looked at resistance to change, perceptions of change management as well as the effects of change implementation. The relationship between organisational change and employee motivation were also addressed. Communication during organisational change was also dealt with in chapter 2. In chapter 3, the research methodology, design and data collection method will be clarified.

CHAPTER 3

Research Methodology

3.1.   Introduction

The researcher introduced the aim of the study, research methodology. The chapter then gave details about the research design, data analysis technique. Limitation of the study has also been elaborated.

3.2.   Aim of the Study

The study evaluated the effects of organisational change on employees` motivation at Eskom Kwa-Zulu Natal Customer Service (Integrated Demand Management). Organisational change can impact an employee either positively or negatively and all depends on the change management implementation process.

3.3.   Research design and methodology

The researcher used the organisational change, change management and motivation as the key words when conducting online search for relevant database. The research papers relevant to the study were selected and this was done by reading the title and also the abstract of the research paper. This study utilised descriptive method design consisting of questionnaires to identify the organisational change that was implemented in Eskom and the effects of change on employees` motivation. Quantitative method was used as a vital data collecting tool. Data was collected from 61 participants at Eskom produced a response rate of 62.2%. Questionnaires were constructed and sent using the QuestionPro survey tool.

3.4.   Research Paradigm

When conducting research, it is so important to choose the correct research paradigm. Paradigms can impact the way the research is done as they can describe the expectations, theories and also the nature of certainty. Two paradigms will be briefly discussed below.

3.4.1. Positivist Paradigm

The characteristic of this paradigm is the testing of hypothesis through the conducting of data analysis in order to draw conclusion. And it is formed from known theory by measuring social certainties that can be observed. The focus for this paradigm is from underpinning the quantitative method and channelled by a realistic ontology and reality is an objective (Blaikie, 1993). Under this paradigm, the nature has only one reality. Social world things are assumed to be scientifically measured studied, or observed.

3.4.2. Interpretivism or Constructionism Paradigm

This is an opposite of positivism paradigm as the researchers revealed that there is no truth or objective and is called anti-positivism (Hatch and Cunliffe, 2006). It also suggests that there is no fixed meaning in this world as suggested by the objectives. This philosophy proposes that the validity of information is from what is constructed using interpretation and experience but not what people observe as reality (Lamnek, 1995). Different mind-sets are required to determine what is observed to be reality.

3.4.3. Paradigm applicable to the study

The suitable paradigm for this study is positivism since the quantitative research method will be utilised.

3.5.   Recruitment of research participants

All research respondents or participants are Eskom KZN Customer Service employees (Integrated Demand Management). Respondents were recruited using telephones, emails and face to face contact.

3.6.   Target Population

Target population was defined as "the entire aggregation of respondents that meet the designated set of criteria"(Burns & Groove, 1997). The targert population for this research was 133 employees which all were adults as they were above twenty years old and they were all Eskom employees from Customer Service (Integrated Demand Management) based in Westville.

3.7.   Sampling size and strategy

This is the selection of a sub-population target or part of the target population with an intention of forming an observation about the population. Cooper and Schiendler (2006) have described sampling as the process of choosing certain parts or elements of the population to form that population. Research studies use probability and non-probability as sampling techniques.

3.7.1. Probability sampling

When the probability sampling technique is used then the likelihood for each unit sample to be chosen is known (Saunders et al., 2012:261). The probability sampling uses a random selection. There are four probability methods i.e. simple random, stratified random, cluster and systematic.

3.7.2. Non-probability sampling

The non-probability sampling usage is dissimilar to the probability sampling as the likelihood for each sampling unit selection is not known and this method cannot utilised statistically to answer research questions (Saunders et al., 2012:262). The no-

probability sampling uses non-random selection. The non-probability sampling consists of three main methods i.e. quota, convenience and purposive.

This study has chosen simple random probability method because it is easy to use and it can produce accurate representation.

3.7.3. Determining the sampling size

The sample size of this study was calculated using Taro Yamane method and using a confidence level of 95%. This method is chosen because the population is finite or the population size is known. The formula is presented as follows

$n = N/ 1+N (e^2)$

n – Sample size

N – Population size

E – Acceptable sampling error

95% confedence level and p=0.5 are assumed.

$n = 130/ (1+130*e^2)$

$= 130/ (1+130*(0.05)^2)$

$= 130/ (1+130*0.0025)$

$= 130/ (1+0.325)$

$= 130/1.325$

$= \underline{98}$

3.7.4. The reason to sample

Survey sampling plays an important role since it is not practical to conduct survey for the whole population. The entire population survey can be costly and time consuming.

3.8. Construction of the instrument

The construction of questionnaire was done by considering the research objectives, research questions and the review of the literature on the effects of organisational change on employees` motivation. The questionnaire is made up of 20 questions that are grouped into four category or sections as shown below:

Section A: Biographical Information – 5 questions

Section B: The types of organisational change – 5 questions

Section C: The importance of communication during organisational change – 5 questions

Section D: The relationship between organisational change and employee motivation – 5 questions

3.9. Pilot Study

The pilot study demonstrates a good research as it improves the quality of the main study. The pilot study can be 10-20% of the main sample (Baker, 1994). The pitot study was tested on 12 participants and 9 responses that were fully completed were received and three questionnaires were partially completed. The participants were contacted via email asking them to participate in the voluntary study. This method has been identified as useful to attract attention from the respondents. All questionnaires were presented on a hardcopy to accommodate everyone. The participants completed the questionnaires in the presence of the researcher.

3.10. Data Collection

The collection of data was done using structured questionnaires as this provided research objective answers satisfactorily. Questionnaires were used to collect quantitative data as the information can be acquired quickly and easily. It was understandable that by using questionnaires the researcher was exposed to both advantages and disadvantages as follows:

☐ **Advantages**:

(a) The respondents gave their outputs anonymously.

(b) This was cost effective way of collecting data, it saved time by allowing the researcher to reach as many participants as possible.

(c) There were many questionnaire samples available to be used to draw a questionnaire for this research.

☐ **Disadvantages**:

(a) There was a high possibility of not getting all completed questionnaires from the participants.

(b) Some participants could misinterpret the questions which can results to inaccurate or biased feedback.

Since the researcher sits in an open plan office with some of the participants, it was easy to remind them about filling the questionnaires in a friendly way. The participants are familiar about the completion of questionnaires as the company has been conducting quite a lot of surveys.

3.10.1. Why using electronic data collection

Data was collected using emailing system. This technique assisted to reduce materials cost and postage, reduced the time required to complete questionnaires and reduced the page usage.

3.11. Data analysis techniques

The data analysis assisted in producing a meaning from the data that was collected from using questionnaires. The data received from questionnaires was transformed to show responses in a table (percentage format). Quantitative research data was

summarised using a descriptive statistics. Data collected from the study was analysed using the IBM SPSS 24 software.

3.12. Reliability and validity

The pilot study indicated the relationship between the organisational change and employee motivation.

3.13. Limitations and delimitations

The study was conducted within a single energy company in South Africa which is Eskom. The findings were not generalised as the study was directed to the Eskom KZN Customer Services (Integrated Demand Management) but not the entire organization.

3.14. Ethical consideration

It is the duty of the researcher to ensure that the rights of their research participants are protected irrespective of the nature of their studies (Canterbury Christ Church University, 2007). The research has been approved by the University of KZN ethically committee.

3.14.1.   The importance of ethical consideration

The ethics approval is required for the following reasons;

(a) It saves as shield in protecting the participants' wellbeing, their rights and their mental discomfort.
(b) To protect the reputation of the institution where the researcher is studying and for protecting the rights of the researcher to conduct appropriate research.
(c) It is important as it is minimising the likelihood of claims against the organisations used, university and individual researcher due to negligence.

All respondents were assured about confidentiality of their responses and the freedom of not participating to the study when they do not feel comfortable. The gate keeper

letter was received and approved from Eskom to allow the researcher to conduct the research. The ethical clearance approval was received from the University to conduct the study.

3.15. Summary

In chapter 3 the detailed account of the research design, research paradigm, recruitment of participants, target population, sampling, data collection and ethical consideration have been presented. Chapter 4 will be analysing the collected data and will cover all four section as presented in the survey.

CHAPTER 4

Presentation of results

4.1. Introduction

The researcher presented the data analysis results that were collected from the questionnaires. The questionnaires were completed answered using the QuestionPro and were further analysed using the SPSS. Data was presented into two forms i.e. Descriptive as well as inferential statistics.

4.2. Descriptive statistics

Section A: Biographical

Graphical representation of age
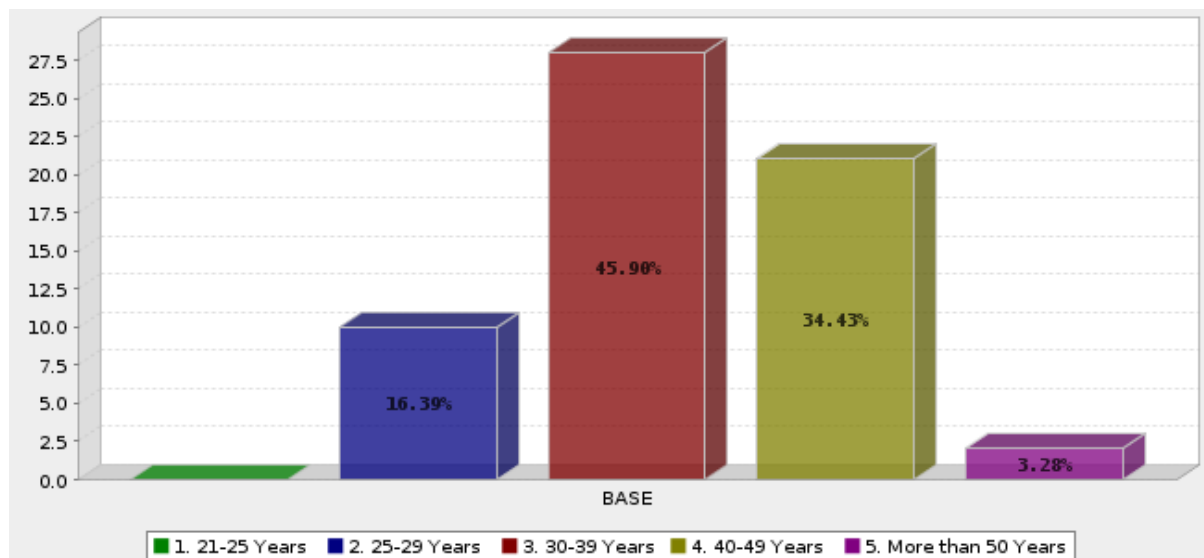
Figure 4.1: Age representation

The above Figure 4.1 represents the response from the participants using their age. 45.98% which was the higher response received from the people with age ranging from 30-39 years. The second response of 34.43% was received from age between 40-49 years. Age between 25-29 years responded with 16.39% and participants with more than 50 years responded with 3.28%.

Graphical representation of gender
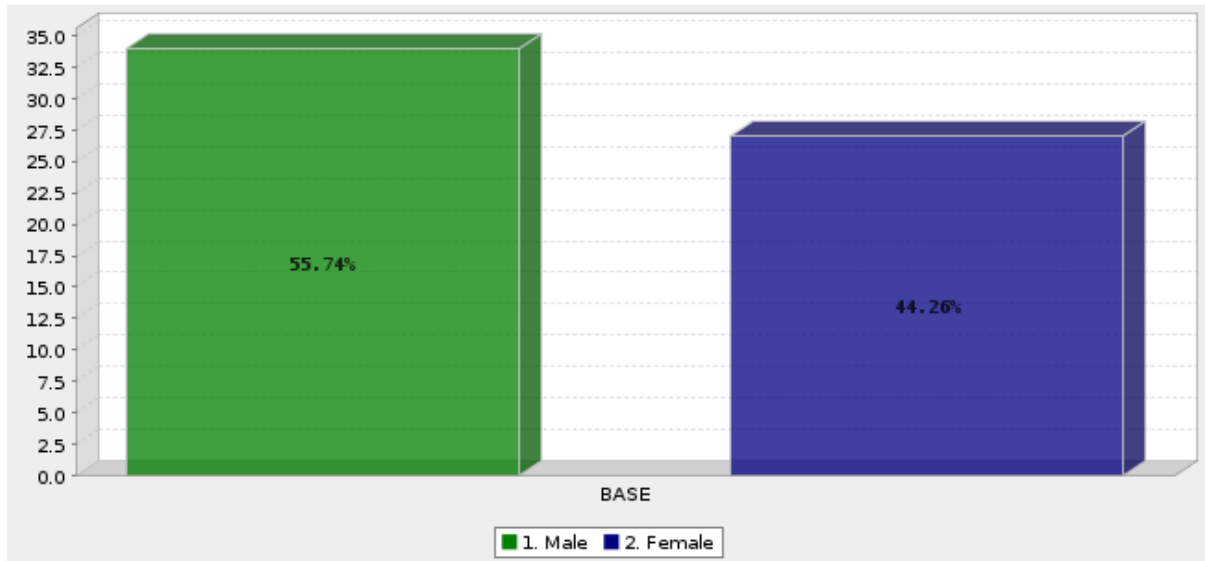
Figure 4.2: Gender representation

Males responded with 55.74% (n= 34) participants while the females came with 44.26% (n= 27) participants as shown on Figure 4.2

Graphical representation of ethnic group
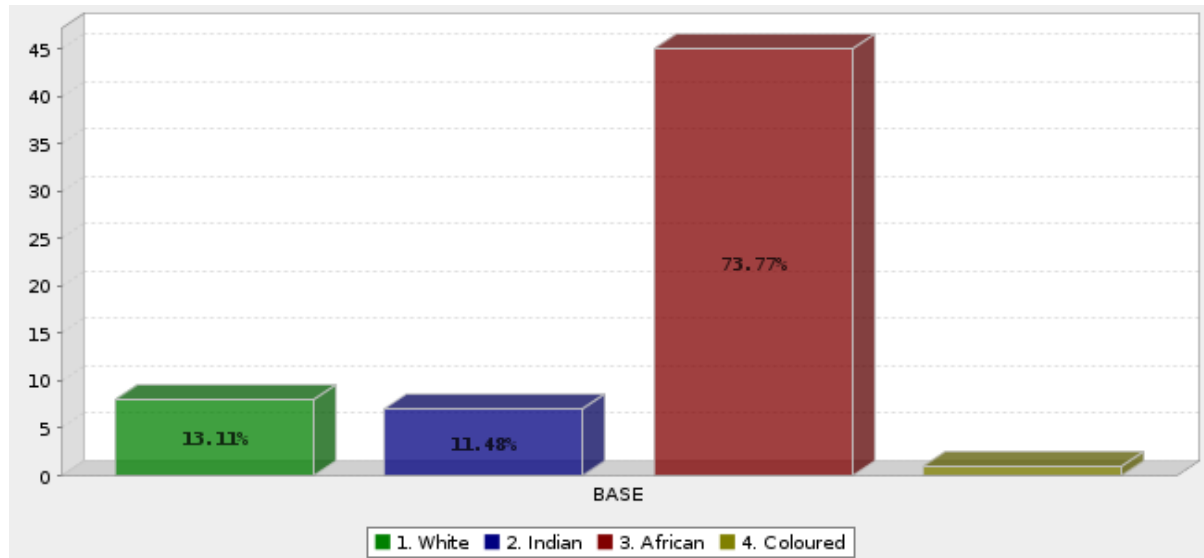
Figure 4.3: Representation by ethnic group

Africans responded with 73.77 %(n= 45) participants, Whites came second with 13.11% (n= 8) respondents, Indians responded with 11.48% (n= 7) participants and Coloured came fourth with 1.64% (n= 1) respondents as shown on Figure 4.3.

Graphical representation of highest education
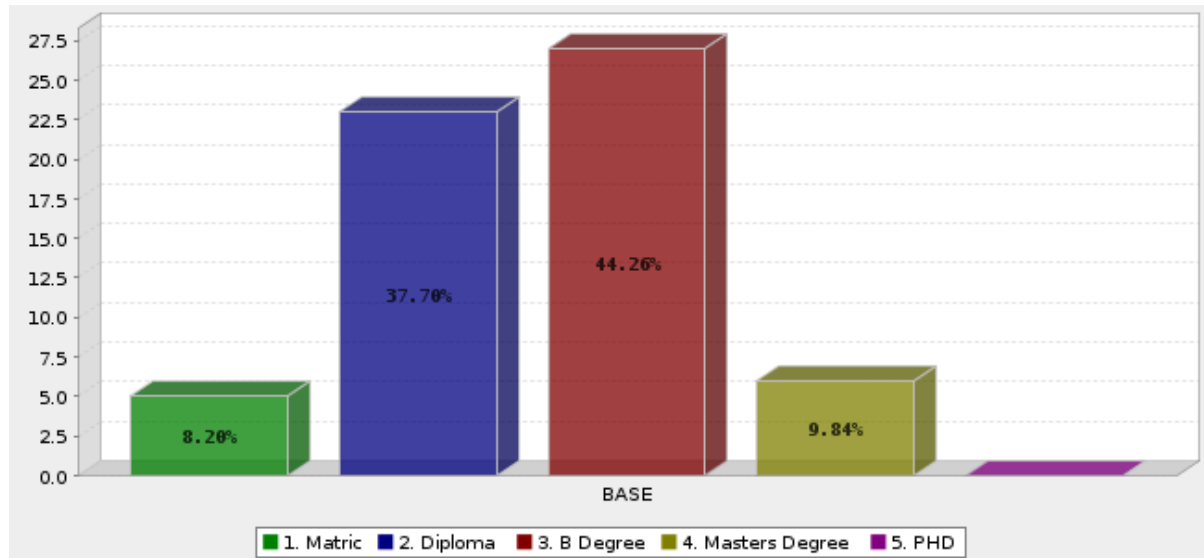
Figure 4.4: Representation of highest education

44.26% (n=27) of the participants hold a Bachelor's Degree. 37.70% (n=23) participants have a diploma. And further 9.84% (n=6) have matric. 8.20% (n=5) of the participants have Master's Degree and none have a PHD as shown on the Figure4.4 above.

Graphical representation of years of service within Eskom
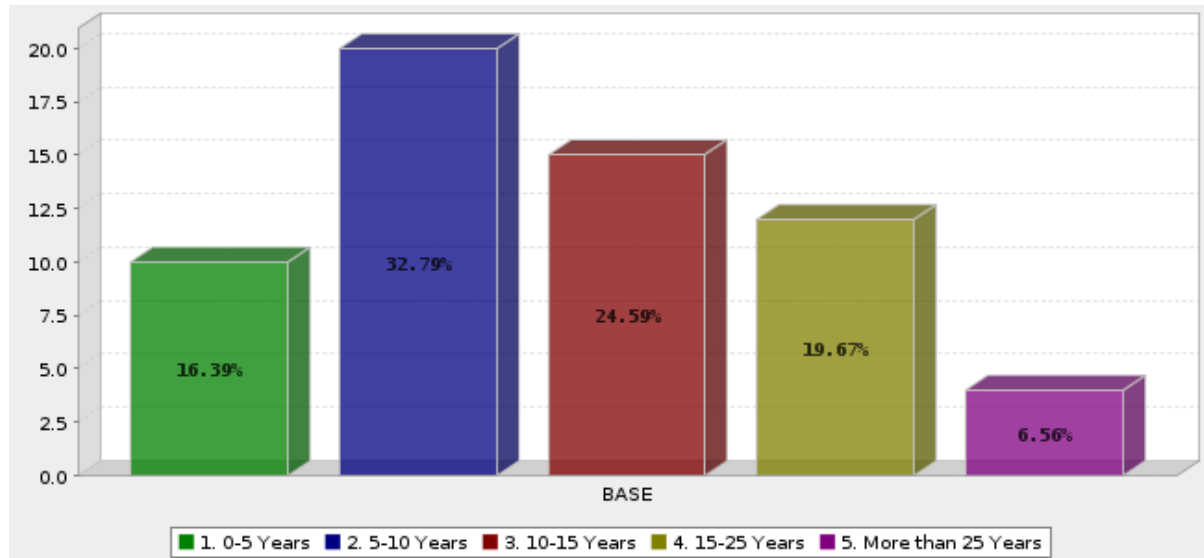
Figure 4.5: Representation of years of service within Eskom

32.79% (n=20) of respondents have been employed by Eskom for 5-10 years. Closer to that is 24.59% (n=15) of the respondents that have been employed for 10-15 years. On the third seat is 19.67% (n=12) for employees who have been employed for 15-25 years. And further is 16.39% (n=10) of respondents that have been employed for 0-5years. And the response from employees who have been working for more than 25 years was 6.56% (n=4). Presentation of these results is shown in Figure 4.5 above.

Section B: The types of organisational change.

Graphical representation of business re-engineering change process to improve service and to reduce cost
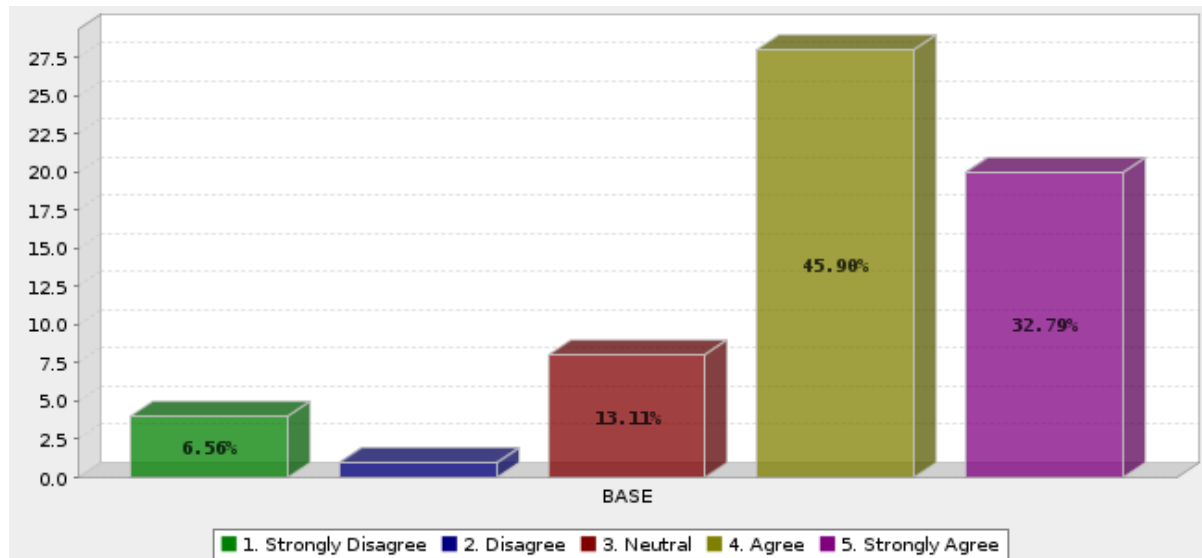
Figure 4.6: Representation of bussiness re-engineering change process to improve service and to reduce cost.

78.69% of respondents agreed or strongly agreed with the question. 13.11% of respondents were undecided as they were neutral. 8.2% of respondents disagreed or strongly disagreed and felt that the change was not a business re-engineering process as shown in Figure 4.6.

Graphical representation of change that has been forced by the technological advancement within the organisation
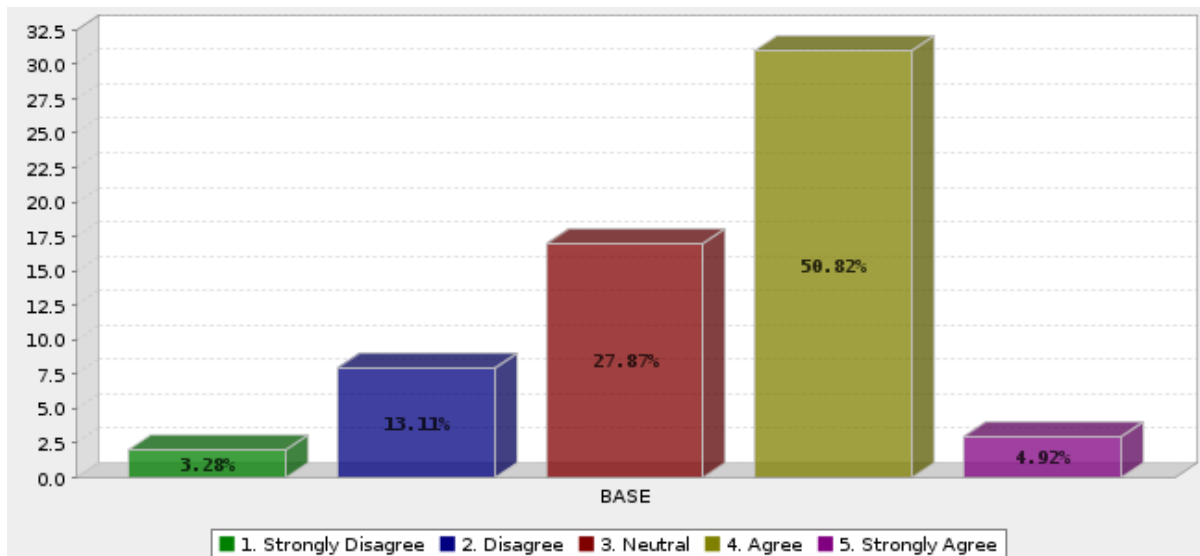
Figure 4.7 Representation of change that has been forced by the technological advancement within the organisation.

55.74% of respondents agreed or strongly agreed with the statement. 27.87% of respondents were neutral as they did not decide. 16.39% disagreed or strongly disagreed as they indicated that the change was not implemented as a result of new technology as shown in Figure 4.7 above.

Graphical representation of a restructuring change process resulted to the change of the employees` job profiles
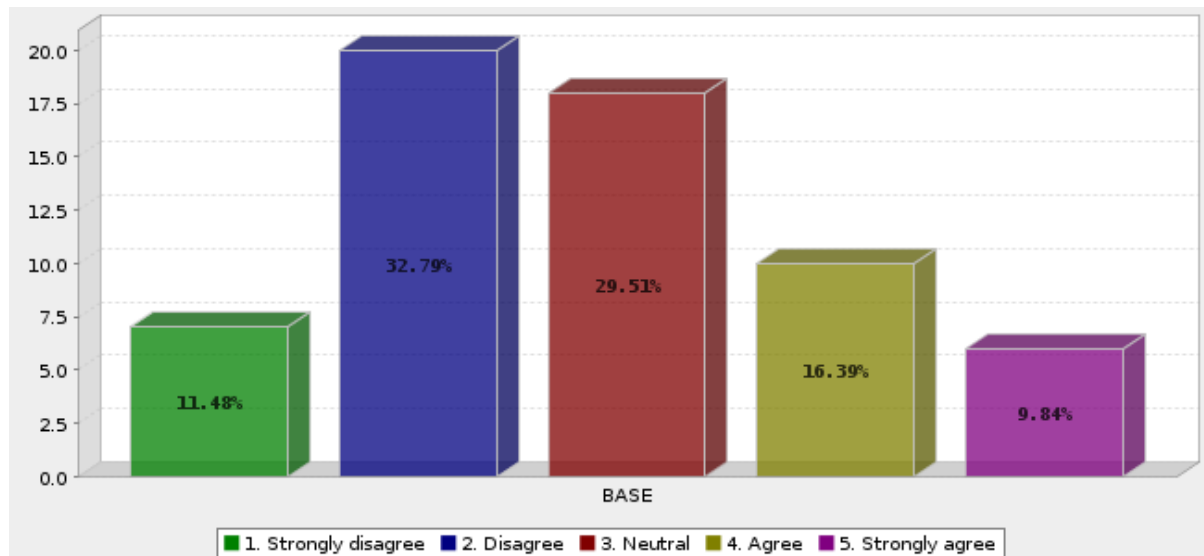
Figure 4.8: Representation of a restructuring change process resulted to the change of the employees` job profiles.

44.27 % of respondents disagreed or strongly disagreed with the statement whereas 29.51% of respondents were neutral and they did not decide. 26.23% of respondents agreed or strongly agreed that the restructuring change took place resulted to their job profiles being changed as displayed in Figure 4.8 above.

Graphical representation of the remedial change since it has been brought due to poor organisational performance.
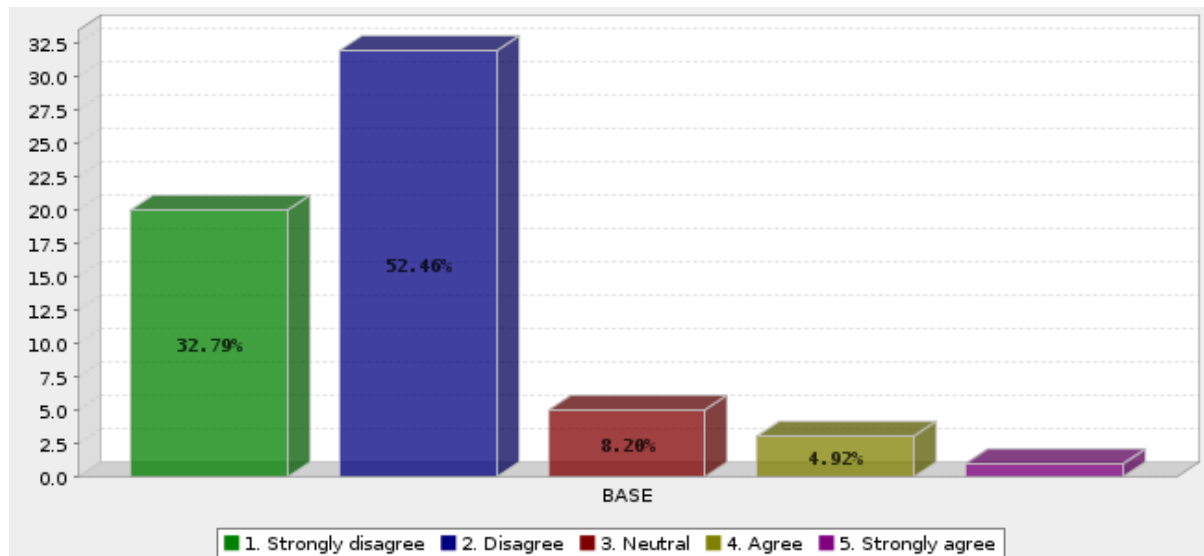
Figure 4.9: Representation of the remedial change since it has been brought due to poor organisational performance.

85.25% of the participants disagreed or strongly with the statement whereas 8.20% of respondents were neutral. Only 6.56% of respondents agreed or strongly agreed with the statement as shown in Figure 4.9 above.

Graphical representation of an unplanned change resulted from economic uncertainties and changes from the government regulations.
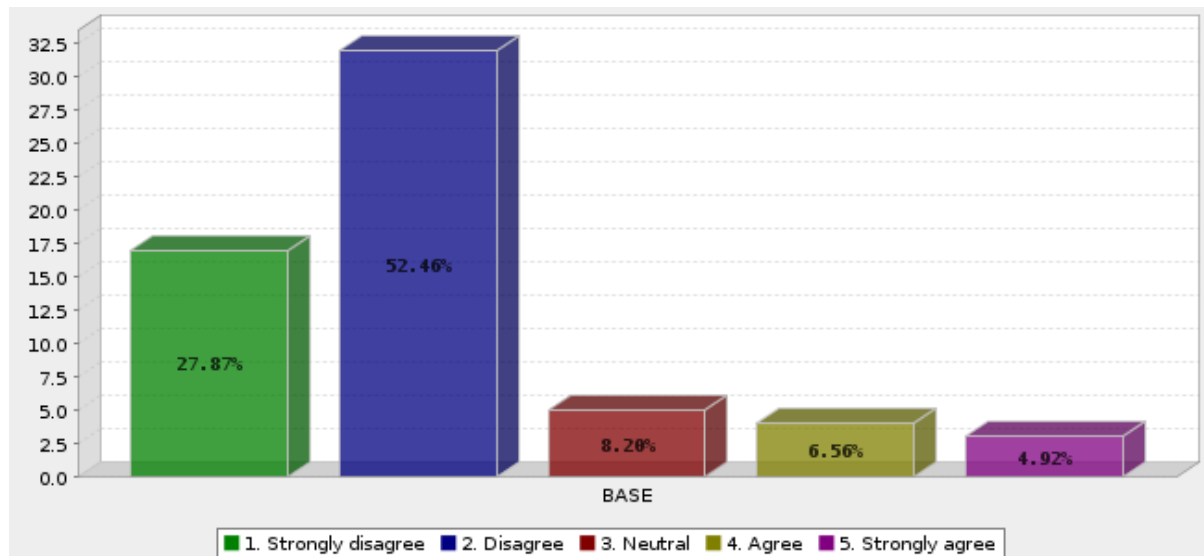
Figure 4.10: Representation of an unplanned change resulted from economic uncertainties and changes from the government regulations.

Figure 4.10 80.33% of respondents disagreed or strongly disagreed with the statement and 11.48% of respondents agreed or strongly agreed with the statement. 8.2% of respondents were neutral as they did decide.

Section C: The importance of communication during organisational change.

Graphical representation of management communicating their vision regarding organisational change
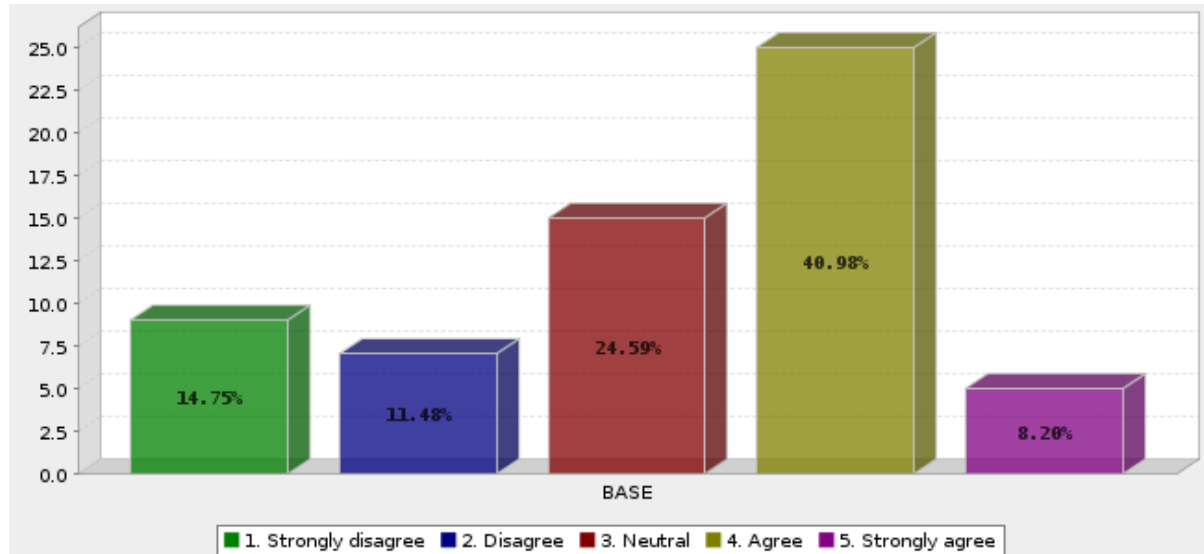
Figure 4.11: Representation of management communicating their vision regarding organisational change.

49.18% of respondents agreed or strongly agreed with the statement whereas 26.23% of respondents disagreed or strongly disagreed with the statement. And further 24.59% of respondents did not decide, they were neutral as shown in Figure 4.11.

Graphical representation of management engaging employees about the need for organisation change
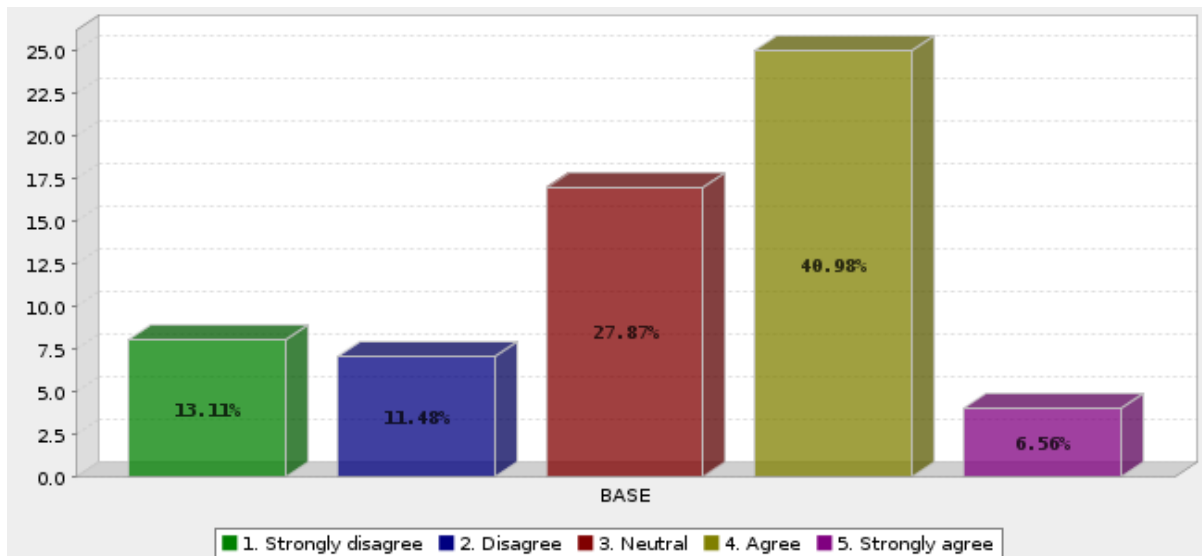
Figure 4.12: Representation of management engaging employees about the need for organisation change.

47.54% of respondents agreed or strongly agreed that management formally engaged with employees about the need for organisational change as shown on Figure 4.12 whereas 27.87% of respondents did not decide as they were neutral. Further 24.59% of respondents disagreed or strongly disagreed with the statement.

Graphical representation of employees' consultation regarding the design of organisational change
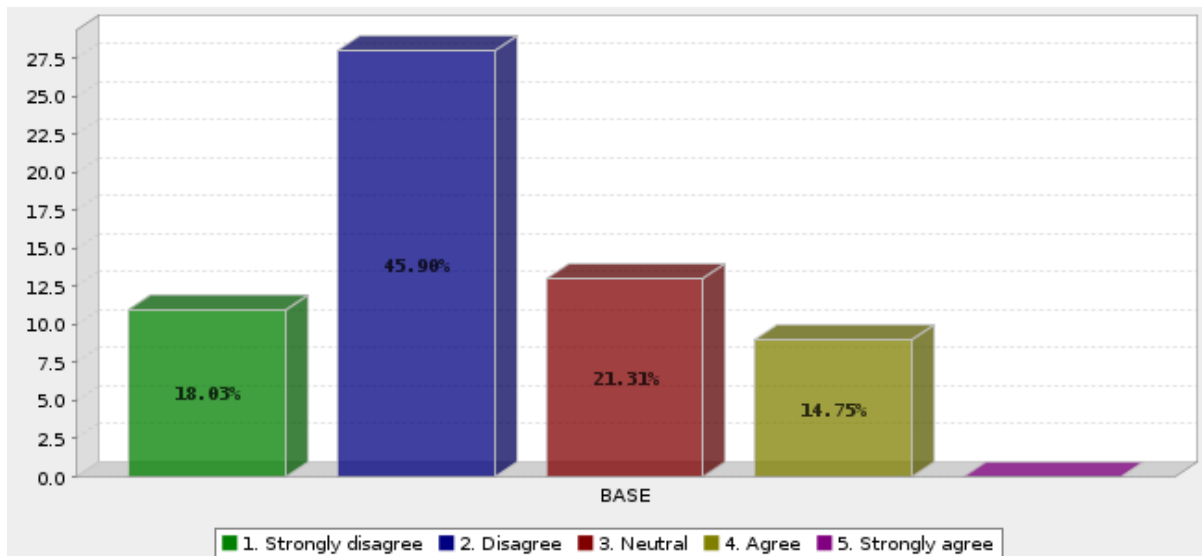
Figure 4.13: Representation of employees' consultation regarding the design of organisational change

63.93% of respondents disagreed or strongly disagreed that the employees were consulted regarding the design of organisational change whereas 21.31% of respondents were neutral. And 14.75% of respondents agreed that employees were consulted regarding the design of the organisational change as shown in Figure 4.13.

Graphical representation of management updating employees regarding organisational change progress
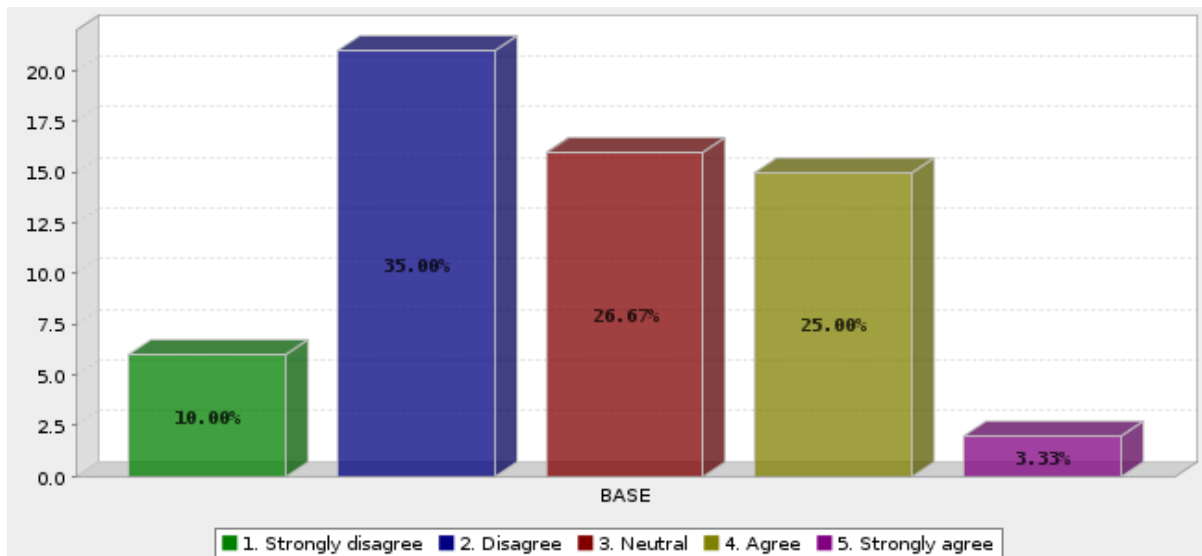
Figure 4.14: Representation of management updating employees regarding organisational change progress.

45% of respondents disagreed or strongly disagreed that employees were regularly updated regarding organisational change progress while 28.33% of respondents agreed or strongly agreed with the statement. 26.67% of respondents were neutral as indicated on Figure 4.14.

Graphical representation of employee engagement during the initial planning of organisational change
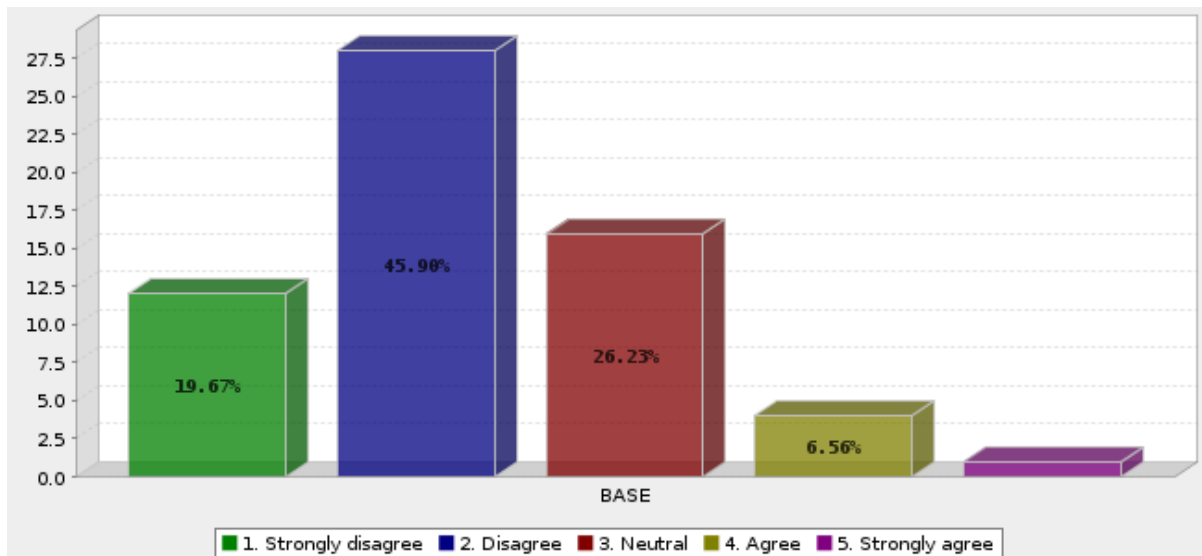
Figure 4.15: Representation of employee engagement during the initial planning of organisational change.

65.57% of respondents disagreed or strongly disagreed that all employees were engaged during the initial planning of organisational change. 26.23% of respondents did not decide while 8.2% of respondents agreed or strongly agreed with the statement as shown above in Figure 4.15.

Section D: Relationship between organisational change and employee motivation.

Graphical representation of employees 'motivation during previous job profiles
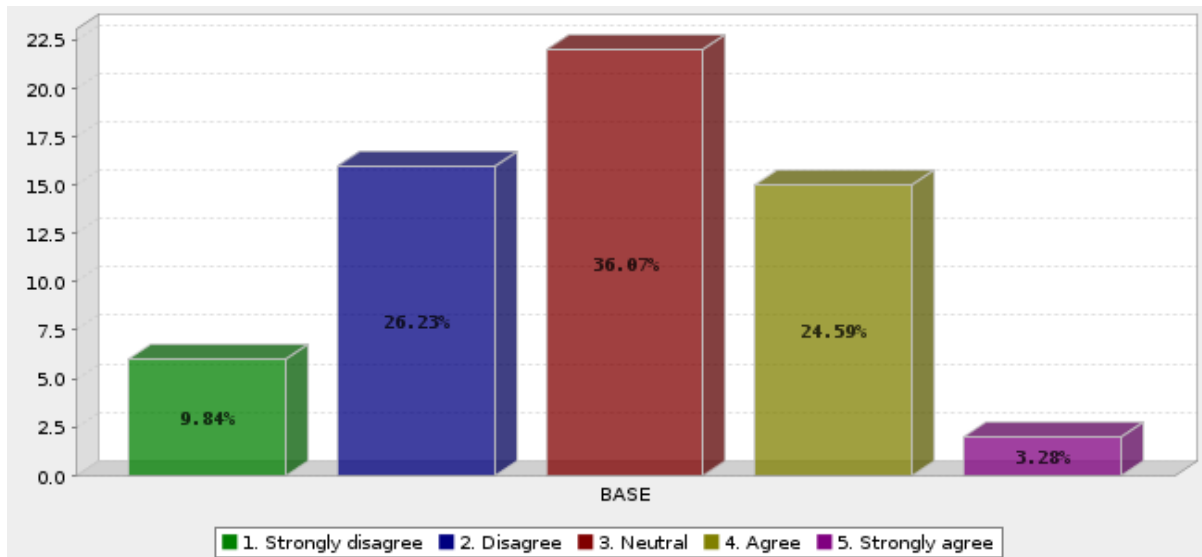
Figure 4.16 Representation of employees 'motivation during previous job profiles.

36.07% of respondents were neutral. 36.07% disagreed or strongly disagreed that they were motivated during the previous job profiles. And 27.87% of respondents agreed or strongly agreed with the statement as indicated in Figure 4.16.

Graphical representation of demotivated employees after the change their job profiles
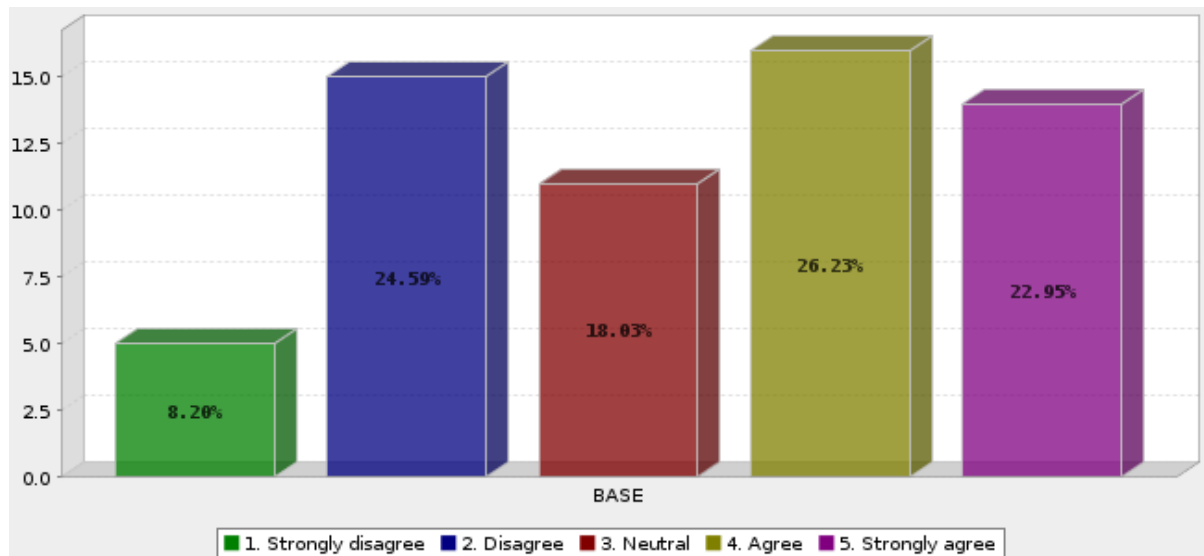
Figure 4.17: Representation of demotivated employees after the change their job profiles.

49.18% of respondents agreed or strongly agreed that they felt demotivated after the change of their job profiles while 32.79% of respondents disagreed or strongly disagreed with the statement. And 18.03% of respondents did not decide as they were neutral as shown on Figure 4.17.

Graphical representation of excitement about going to work after the change has been implemented
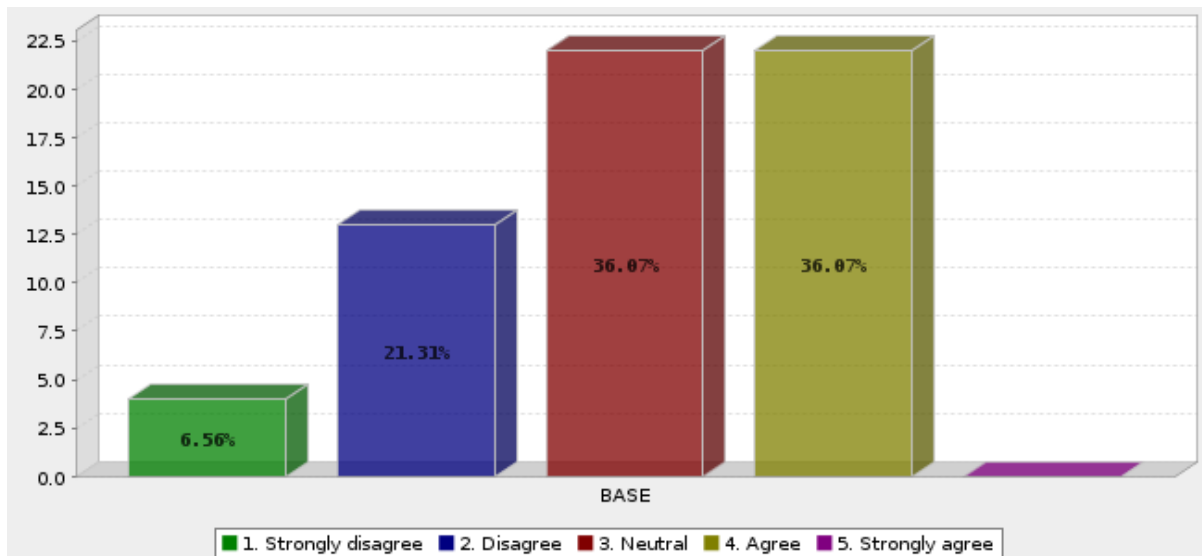
Figure 4.18: Representation of excitement about going to work after the change has been implemented.

36.07% of respondents agreed or strongly agreed that employees were excited about going to work after the organisational change implementation. 36.07% of respondents were neutral while27.87% of respondents disagreed or strongly disagreed with the statement as shown in Figure 4.18.

Graphical representation of employees` feeling that change has affected their careers
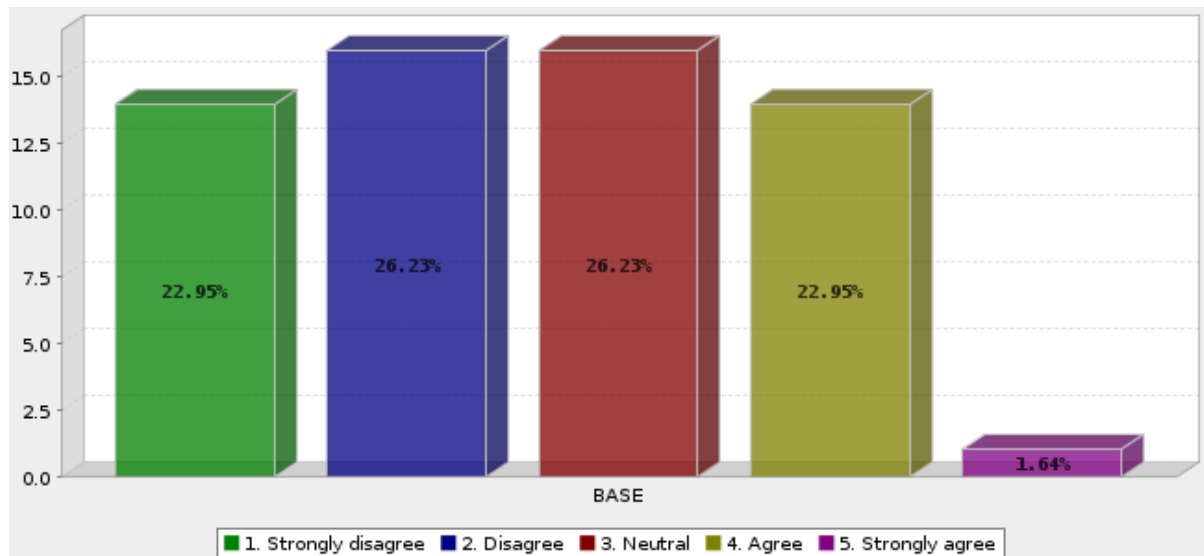
Figure 4.19: Representation of employees` feeling that change has affected their careers.

49.18% of respondents disagreed or strongly disagreed that the implementation of change has negatively affected their careers whereas 26.23% of respondents were neutral.24.59 % of respondents agreed or strongly agreed with the statement as shown in Figure 4.19. Employees felt that the organisational change will not have negative effect on their careers.

Graphical representation of the effects of changes on job security and motivation
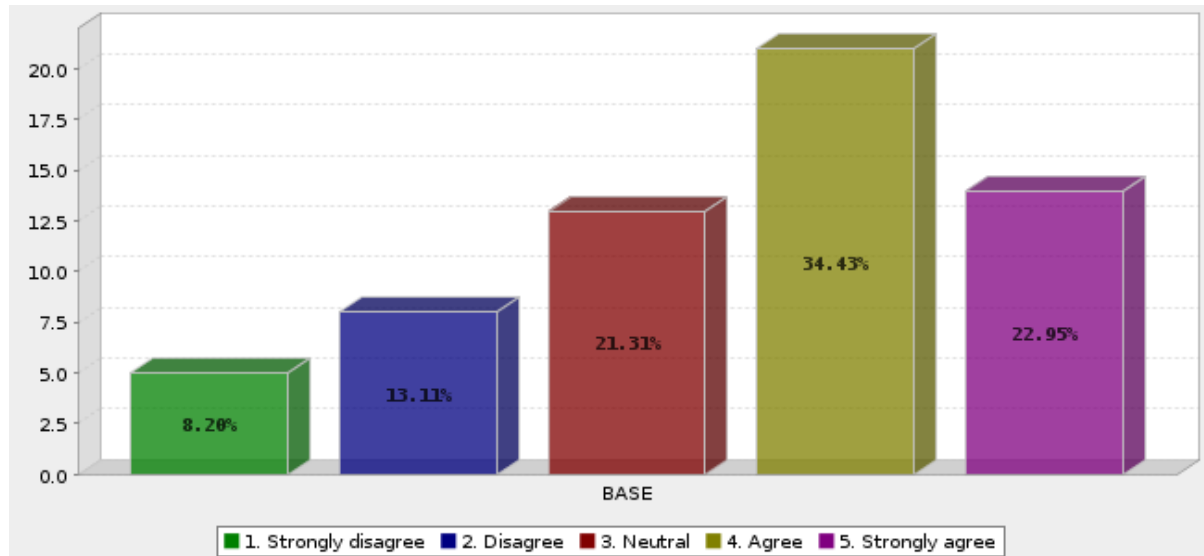
Figure 4.20: Representation of the effects of changes on job security and motivation.

57.38% of respondents agreed or strongly agreed that change did not affect their job security and it motivated employees to work the most. 21.31% of respondents did not decide as they were neutral but 21.31% of respondents agreed with the statement as indicated in Figure 4.20.

4.3. Correlation Analysis

Important definitions

- Sig. (2-tailed) denotes the p-value received from the spss analysis that needs to be interpreted.
- Correlation Coefficient represents the actual correlation value displaying magnitude and direction.
- Positive correlation represents a directly proportional relationship travelling at the same direction.
- Negative correlation represents an inversely proportional relationship travelling in different routes.

Table 4.1

Strength of relationship

Value of r and strength of relationship	
Correlation Coefficient	Strength of relationship
At least 0.8	Very strong
0.6 to 0.	Moderately strong
0.3 to 0.5	Fair
Less than 0.3	Poor

Adapted from Correlation (Pearson and Spearman and linear regression): Azwi Mohd Tamil

Pearson Correlation

Table 4.2 denotes the correlation that was tested between different variables. The focus was only on three variables i.e. organisational change, employees' motivation and age.

Table 4.2

Pearson Correlations between Age, motivation and organizational changes

		Organisational Changes	Employees Motivation	Age
Organisational Changes	Pearson Correlation	1	.407**	-.070
	Sig. (2-tailed)		.001	.590
	N	61	61	61
Employees Motivation	Pearson Correlation	.407**	1	-.098
	Sig. (2-tailed)	.001		.452
	N	61	61	61
Age	Pearson Correlation	-.070	-.098	1
	Sig. (2-tailed)	.590	.452	
	N	61	61	61

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

The above mentioned test was conducted to prove if there is any relationship between organisational change, motivation and age of employee. The direction of a used test was 2-tailed. The used sample size (N) was 61 participants. The value of correlation coefficient obtained between organisational change and employee motivation was 0.407 meaning that there is a positive and fair relationship between these two variables. The correlation between organisational change and age of employees was -0.07 meaning that there is a negative relationship between two variables.

Table 4.3

Pearson Correlations between Years of service within Eskom, motivation and organizational changes

		Organisational Changes	Employees Motivation	Years of Service within Eskom
Organisational Changes	Pearson Correlation	1	.407**	-.085
	Sig. (2-tailed)		.001	.516
	N	61	61	61
Employees Motivation	Pearson Correlation	.407**	1	-.160
	Sig. (2-tailed)	.001		.217
	N	61	61	61
Years of Service within Eskom	Pearson Correlation	-.085	-.160	1
	Sig. (2-tailed)	.516	.217	
	N	61	61	61

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

The above mentioned test was conducted to prove if there is any relationship between organisational change, motivation and employee years of service within Eskom. The direction of a used test was 2-tailed. The used sample size (N) was 61 participants. The value of correlation coefficient obtained between organisational change and employee motivation was 0.407 meaning that there is a positive and fair relationship between these two variables as shown in Table 4.3 above. The correlation between organisational change and years of service within Eskom was -0.085 meaning that there is a negative relationship between two variables as defined in Table 4.1.

Table 4.4

Pearson correlations between ethnic group, motivation and organizational changes

		Organisational Changes	Employees Motivation	Ethnic Group
Organisational Changes	Pearson Correlation	1	.407**	.306*
	Sig. (2-tailed)		.001	.016
	N	61	61	61
Employees Motivation	Pearson Correlation	.407**	1	.293*
	Sig. (2-tailed)	.001		.022
	N	61	61	61
Ethnic Group	Pearson Correlation	.306*	.293*	1
	Sig. (2-tailed)	.016	.022	
	N	61	61	61

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

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

The Pearson correlation of 0.407 shown in table 4.4 received from two variables i.e. organisational change and employees' motivation. This means that there is a fair and positive relationship between the organisational change and employees' motivation denoted by the positive correlation sign whereas the correlation obtained between organisational change and employee years of service was 0.306 meaning that there is a fair and positive relationship between these two variables as indicated by the positive sign as shown in Table 4.4.

Spearman`s correlation

Table 4.5

Spearman Correlations between Age, motivation and organizational changes

			Organisational Changes	Employees Motivation	Age
Spearman's rho	Organisational Changes	Correlation Coefficient	1.000	.312*	-.048
		Sig. (2-tailed)	.	.014	.712
		N	61	61	61
	Employee Motivation	Correlation Coefficient	.312*	1.000	-.046
		Sig. (2-tailed)	.014	.	.727
		N	61	61	61
	Age	Correlation Coefficient	-.048	-.046	1.000
		Sig. (2-tailed)	.712	.727	.
		N	61	61	61

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

The Spearman correlation of 0.312 shown in Table 4.3 received from two variables i.e. organisational change and employees' motivation. This means that there is a fair and positive relationship between the organisational change and employees' motivation denoted by the positive correlation sign. But the correlation between organisational change and age of employees was -0.048, meaning that there is a negative relationship between organisational change and age of employees.

Table 4.6

Spearman Correlations between Years of service, motivation and organizational

			Organisatio nal Changes	Employees Motivation	Years of Service
Spearman's rho	Organisational Changes	Correlation Coefficient	1.000	.312[*]	-.050
		Sig. (2-tailed)	.	.014	.703
		N	61	61	61
	Employees Motivation	Correlation Coefficient	.312[*]	1.000	-.110
		Sig. (2-tailed)	.014	.	.399
		N	61	61	61
	Years of Service	Correlation Coefficient	-.050	-.110	1.000
		Sig. (2-tailed)	.703	.399	.
		N	61	61	61

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

The Spearman correlation of 0.312 shown in Table 4.6 received from two variables i.e. organisational change and employees' motivation. This means that there is a fair and positive relationship between the organisational change and employees' motivation denoted by the positive correlation sign whereas the correlation obtained between organisational change and employee years of service was -0.05, meaning that there is a negative relationship between these two variables as indicated by the negative sign.

Table 4.7

Spearman Correlations between ethnic group, motivation and organizational changes

			Organisational Changes	Employees Motivation	Ethnic Group
Spearman's rho	Organisational Changes	Correlation Coefficient	1.000	.312*	.199
		Sig. (2-tailed)	.	.014	.123
		N	61	61	61
	Employees Motivation	Correlation Coefficient	.312*	1.000	.223
		Sig. (2-tailed)	.014	.	.084
		N	61	61	61
	Ethnic Group	Correlation Coefficient	.199	.223	1.000
		Sig. (2-tailed)	.123	.084	.
		N	61	61	61

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

The Spearman correlation of 0.312 shown in Table 4.7 received from two variables i.e. organisational change and employees' motivation. This means that there is a positive and fair relationship between the organisational change and employees' motivation denoted by the positive correlation sign which is more than 0.3 whereas the correlation of 0.199 obtained between organisational change and ethnic group, meaning that there is a positive but poor relationship between these two variables as indicated by r which is less than 0.3.

Table 4.8

Spearman`s Correlations between education, motivation and organizational changes

			Organisational Changes	Employees Motivation	Highest Education
Spearman's rho	Organisational Changes	Correlation Coefficient	1.000	.312*	.226
		Sig. (2-tailed)	.	.014	.080
		N	61	61	61
	Employees Motivation	Correlation Coefficient	.312*	1.000	.120
		Sig. (2-tailed)	.014	.	.357
		N	61	61	61
	Highest Education	Correlation Coefficient	.226	.120	1.000
		Sig. (2-tailed)	.080	.357	.
		N	61	61	61

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

The Spearman correlation of 0.312 shown in Table 4.8 received from two variables i.e. organisational change and employees' motivation. This means that there is a positive and fair relationship between the organisational change and employees' motivation denoted by the positive correlation sign which is more than 0.3 whereas the correlation of 0.226 obtained between organisational change and ethnic group, meaning that there is a positive but poor relationship between these two variables as indicated by the value of r which is less than 0.3.

4.4. Summary

This chapter addressed the analysis of descriptive statistics using graphs and tables. Collected data have been analyzed by testing different variables to check if there is relationship. Chapter 5 will be addressing the research finding and giving the recommendations.

Chapter 5

Discussion

5.1. Introduction

The results received from statistical analysis have been addressed and provided in chapter 4. This chapter provides an interpretation and explanation of the research findings. The aims and the objectives of the research will be discussed in this chapter.

5.2. Research questions

The research questions were used to evaluate if there is a relationship between organisational change and employee motivation in Eskom, Kwa-Zulu Natal. The questions were presented as follows:

5.2.1. Question 1: Main

What are the types of organisational changes in Eskom, Kwa-Zulu Natal, Customer Service?

5.2.2. Secondary questions developed from Question 1

(a) Was this a business re-engineering change process to improve quality, service and reduce cost?

(b) Has this change been forced by the technological advancement within the organization?

(c) Was this a restructuring change process since the employees' job profiles have been changed?

(d) Was this a remedial change since it has been brought due to poor performance by the organization?

(e) Was this an unplanned change resulted from economic uncertainties and changes from the government regulations?

The first question sought to establish the insight from the employees regarding the type of organisational change that took place in Eskom. The questionnaires provided the information about the changes to choose from and it was easier for respondents to select the relevant change. Research question 1 has answered and confirmed this type of organisational change as it was addressed in the literature review as one of the

applicable type of change in Eskom, hence the first objective as has been fulfilled as presented in chapter1. Researchers have emphasized the importance of being transparent about the intended goal when conducting the organisational change. This is where the employees that will be affected by change can raise their concerns and contributions. It was expected that the employees were not going to select technology advancement as the type of change because Eskom does not get easily affected by technology due to the facts that Eskom is a monopoly in the energy sector in South Africa. The restructuring change was close as some respondents selected it and it was understandable since Eskom has been busy with the restructuring processes as a recovery turnaround strategy. Faghihi et al., (2012:215), pointed out that readiness for change is not automatic and the management cannot make an assumption that employees are ready for change. This was a very relevant point regarding the employee readiness for change because employees can understand the need for change and the type of change but employees can go either way.

When the readiness for change has not been addressed adequately then the success for change may be diminished (Elving et al., 2009). The unplanned type of change received less points and this suggest that employees do not think that there will be possibilities of change without proper planning or unpredictable change within Eskom and on the other hand the management understand that there is no blueprint with full details about how change can be perfectly handed without any harm. Re-engineering change can be regarded as a reactive change strategy as a results of something that has occurred or happened. This organisational change happens due to the increase in the product demand or service hence Eskom has been facing the high electricity demand from the society. The other change that should have been mentioned as a type of change within Eskom is an anticipatory change. These expectations of events are carried out by this change and the good example is when Eskom invested hundreds of millions when constructing Medupi power station. It is suggested that the incremental change was also going to be applicable to the study due the similar characteristics they have with the re-engineering business process. It can be concluded that the employees of Eskom were fully aware about the change that was due to take place and this is witnessed by their responses.

5.2.3. Research question 2: Main

What is the importance of communication during organisational change?

5.2.4. Secondary questions

(e) The management communicated their vision with employees regarding organizational change.

(f) Did management formally engaged with employees regarding the need for organizational

(g) Employees were consulted regarding the design of organizational change.

(h) Were employees regularly updated regarding organizational change progress?

(i) Were all employees engaged during the initial planning of organisational change?

The research question sought to find out the importance of communication during the organizational change implementation. The success of communication within change process is characterised by the presence of readiness for change among the workers. It is also characterised by the support demonstrated by the employees toward change implementation. And it was demonstrated by seeing the employees understanding the vision and desired goal of the organisation or part of. Change champions or agents need to identify the triggers of change and clarifying it to all employee involved to understand the need for change. 49.18% of respondents showed a positive response that management communicated their vision to the employees regarding the organisational change implementation. The management engaged with employees about the need for organisational change and this is witnessed by the by 47.54% received from the participants. The Eskom management did the first important requirements for the implementation of organisational change i.e. communicating their vision and engaging employees about the need for organisational change. 24.59% of participants felt that management did not conduct the change initiative effectively.

Employees expected to be involved with the design of the organisational change process which did not happen as the employees were only notified about the consolidated plan and this was witnessed by 63.93% of the participants. Management

also failed to regularly update employees regarding the change progress and employees were left unattended as witnessed by 45% of respondents. Management open the room of assumptions and resistance to change by not updating their subordinates. As stated by Bordia et al., (2004:358) that the more employees receive updates regarding change the better for an organisational and this must happen throughout the change process. Burke (2008) emphasized the importance running awareness for suggested change by the change agents or management before the launching of each phase of change. He added that the change models had been developed by the theorists and management and leaders need to implement and monitor the progress. Magnitude of organisational change cannot determine the level of effects on employee motivation (Shah and Shah, 2010).

5.2.5. Main question 3

What is the relationship between the organisational changes and employee motivation?

5.2.6. Secondary questions from question 3

(a) Were the employees motivated during their previous job profile?

(b) Did the employees feel demotivated to change their job profiles?

(c) Did the employees get excited about going to work after the implementation of change?

(d) Do employees feel that change has a negative effect on their careers?

(e) Do changes that do not affect job security motivate the employees to work the most?

Research question number three sought to establish the relationship between organisational change and employee motivation. Employees demonstrated that there were not happy before the introduction of change as they presented 36.07% of respondents and this can be argued as they indicated that they felt demotivated to change their job profiles. It can be concluded that the employees were not fully taught or the awareness was not properly done about the pros and cons of organisational change implementation as they were contradicting themselves. On the other hand this can be interpreted that the employees were not happy before

and they have reached the point of accepting the condition due to fear for new responsibilities.

Most employees indicated that they get excited about going to work after change and also same response was received from employee who were unsure about the question as they both responded by 36.07%. Employees believe that organisational change implementation will not have a negative impact on their career. This was confirmed by their response of 49.18% as shown in table 5.1. Employees are very concerned about their job security and this shown by their response of 57.38% stating that they get motivated if the change does not interfere with their job securities. Both Pearson correlation and Spearman`s correlation concurred that there was a relationship between organisational change and employee motivation. Test indicated the positive relationship although the relationship was not too strong as it was fair. Van Dam et al., (2008) suggested that when an organisation goes through any planned change, the failure and success of such change will depend on how employees grasp the concept of change. Results have indicated that there is positive relationship between organisational and according Coulson-Thomas, 2009:35) employees need to be prepared, equipped with change information and motivated in order to achieve the projected success. According to Barrick, Stewart and Piotroski (2002: 7), motivation has been regarded as the central core to performance.

5.3.   Summary

The chapter 5 results contributed to the clarification of types of organisational change, importance of communication during the organisational change implementation and also towards the identification of the relationship between organisational change and employee motivation. Relationship between organisational change and employee motivation has been found positive. Chapter 6 will address the conclusion and recommendations related to this study.

CHAPTER 6

Conclusion and Recommendations

6.1. Introduction

The chapter will be focussing on the conclusion and recommendations of the research. The results and discussion addressed in the previous chapter will be used in chapter 6. The researcher will clarify if the research questions were answered.

6.2. Implications of this research

The study has highlighted the sensitivity of organisational change process. Organisational resources can be machinery, software, people, technology, and these resources cannot be treated the same way. Organisational change can improve or break the company when care has not been properly practised. This research will be useful to the research academics as it has identified the most important gaps to be considered during organisational change. The study will benefit all the Eskom management to understand the better ways of dealing with organisational change from start to finish. The management will also understand the impact of organisational changes on employees' motivation. Lastly management will understand the feeling that is experienced by their employees during the organisational change process. Management will also understand that the success of any organisation depends on their subordinates as recipients.

6.3. Conclusion

The researcher sought to find out if the organisational change has some effects on employees` motivation. As part of the study, there were research questions used by the researcher to seek the answers. The organisational change that was one by division within Eskom focused on the re-engineering of activities where the employees were required to change their job profiles. The researcher wanted to investigate if the employees or respondents knew about the type of change that took place in Eskom. The results received from collected data suggested that the employees were fully aware

about the type of change which was the business re-engineering process. The first question was answered with a common understanding from the employees.

The second question was to evaluate if the employees knew the importance of communication during the organisational process. 49.18% of employees which was the majority indicated that they were addressed about the vision by the management regarding the organisational change that was going to take place. The results showed that management did formally engaged the employees informing them about the need for organisational change and this was witnessed by their 47.54% responses. On the other hand the employees were not happy since they were not involved in the early stage of designing the organisational change plan. This has been identified as a communication gap from management to their subordinates. And another gap that has been identified if the failure by management to update the employees about the progress of the change process which opened the door for assumptions and fear.

The last question was the main core of the study as it evaluated if there was a relationship between organisational change and employee motivation. The strategy used was to evaluate if the employees were motivated before their profile were changed or after the change implementation. The results demonstrated that the employees were not happy with their previous job profiles and conversely they were not happy about changing their old responsibilities or job profiles and this can be due to the fear of an unknown. Basically these contradictions could have been caused by the absence of updates by the management as one of the identified gaps. The employees demonstrated excitement about going to work after the change. Pearson correlation provided similar results as Spearman`s correlation about the relationship between organisational change and employee motivation. There is a fair relationship between the two variables.

6.4. Limitation of the study

The study was only meant and limited to employees from Customer Service division within Eskom. The questionnaires had to be designed using less sensitive question in order to receive good responses from the participants. Most participants perform their duties outside their offices, meaning that the researcher was limited to the electronic

questionnaires design to reach them. The respondents were only allowed to conduct the survey during their lunch times or after work so to prevent lost time for their duties.

6.5. Recommendations to solve the research problems.

Communication has been identified as a gap that requires attention. It is recommended that management or organisational change agents need to select some of the employees and make them the champions of change so they can be involved during the initial stage of planning the change process. This can be fruitful as the employees will better understand what their organisation is going through and be able to convince their colleagues about need for organisational change.

Secondly, management underestimated the effects that can be caused by the implementation of their employees` motivation. The results have indicated that there is a fair relationship between the organisational change and employee motivation. It is recommended that management need to know about how to keep their employees motivated during the change process. This can be done by offering more internal training to make them understand about what will happen with their careers.

6.6. Recommendations that can be Useful for Future studies

This study focused in one division within Eskom which had some limitations as it did not evaluate what other state owned companies implement change. However the following recommendations can be used for future studies:

How can the organisational change agents keep the employees motivated during the change process?

Evaluating the strategies used by the private sector to implement organisational change more effectively than the state owned companies.

6.7 Summary

The researcher sought to evaluate the effects of organisational change on employee motivation. The study has addressed the question that was supposed to be answered as the results have clearly shown that the organisational change implementation has some effects on employees' motivation and this was due to the identified gaps including the communication breakdown and lack of updating the employees about the change progress. The collected data have answered the problem of the study.

BIBLIOGRAPHY

Ahmed, H., Balzarova, M., & Cohen, D.A. (2015). Evolutionary Change Stimuli and Moderators-evidence from New Zealand. *Journal of Organisational Change Management*, 28(4), 546-564.

Al-Haddad, S., & Kotnour, T. (2015). Integrating the organisational change literature: A model for successful change. *Journal of Organisational Change Management,* 28(2), 234.

Asiya, S., Kazmi, Z., and Naarananoja, M., (2013). Collection of Change Management Models – An Opportunity to Make the Best Choice from the Various Organizational Transformational Techniques. *GSTF Journal on Business Revie,* 2(4), pp 44-57.

Awua-Ikhia, O.P. (2016). Organisational Change Management: A Strategic Approach for Organizational Effectiveness. Lagos Nigeria. *International Journal for Research in Business, Management and Accounting.* 2(7), pp. 1-17

Andrade, M.S. (2016). Effective Organisational Structures and Processes: Addressing Issues of Change. *New Directions for Higher Education*, 173, 31-42.

Ashford, S. J., Lee, C. and Bobko, P. (1989). Content, cause and consequences of job insecurity: A theory-based and substantive test. *Academy of Management Journal*, 32(4), 803-829.

Baker, T. L. (1994). *Doing social research.* 2nd Ed. New York: McGraw-Hill Inc. 499
Barrett, D. J. (2002). Change communication: using strategic employee communication to facilitate major change. *Corporate Communications: An International Journal*, 7(4), 219-231.
Barrick, M.R. Stewart. G.L. & Piotrowski, M. (2002). *'Personality and Job Performance: Test of the Mediating Effects of Motivation among Sales Representatives'*. Journal of Applied Psychology, 87(1).
Bateh, J., Castaneda, M.E. and Farah, J.E. (2013). Employee Resistance to Organizational Change. *International Journal of Management & Information Systems – Second Quarter 2013*, 17(2), pp 113-116.

Belias, D. and Koustelios, A. (2014). Transformational Leadership and Job Satisfaction in the Banking Sector: *A Review. International Review of Management and Marketing*, 4(3), pp.187-200.

Bjerke, R., Ind, N. and Paoli, D. (2007). "The impact of aesthetics on employee satisfaction and motivation". EuroMed *Journal of Business*, 2(1), pp 57-73.

Blaikie, N. (1993), Approaches to Social Enquiry, 1ˢt Ed, Polity Press, Cambridge.

Bordia, P., Hunt, E., Paulsen, N., Tourish, D., & DiFonzo, N. (2004).Uncertainty during organizational change: Is it all about control? *European Journal of Work and Organizational Psychology*, *13*, 345–365.

Bourne, B. (2015). Phenomenological Study of Generational Response to Organisational Change. *Journal of Managerial Issues*, 27(1-4), pp 141-159.

Brown, D.R. (2011). An Experiential Approach to Organisational Development. 8th Ed. New Jersey: Pearson.

Burke R (2007). *Project Management Leadership.* CapeTown: Burke.

Burke, W. and Litwin, G.H. (1992). 'A Causal Model of Organisation Performance and Change'*, Journal of Management*, 18(3), pp 523–545.

Burke, W. W. (2008). *Organization change: Theory and practice*. Thousand Oaks, CA: Sage.

Burnes, B. (2004). Kurt Lewin and the Planned Approach to Change: A Re-appraisal*. Journal of Management Studies,* vol. 41, no. 6, pp. 977-1002.

Burns, N & Groove, SK. (1997). *The practice of nursing research: Conduct, critique and utilization.* 3rd edition. Philadelphia: Saunders

Canterbury Christ Church University 2007, Ethical Procedures for the Conduct of Research involving Human Participants, CCCU.

Castro, M.L. and Martins, N. (2010). "The relationship between organisational climate and employee satisfaction in a South African information and technology organisation". *South African Journal of Industrial Psychology*, 36(1), pp1-9.

Change Management Theories and Methodologies, Tata Consultancy Service. Available at www.tcs.com [Accessed: 28 March 2017].

Chirimbu, S. (2011). Management and Organisational Change. Available from http://ssrn.com/abstract=1735866 [Accessed: 16 March 2017].

Coldwell, D. and Herbst, F. (2004). *Business Research.* Cape Town: Juta and Co Ltd.

Cooper, D. & Schindler, P. (2006). *Business Research Methods.* 10th Edition. New York. McGraw-Hill Irwin.

Coulson-Thomas, C. (2009). *'Leading and managing change'*. Management Services, 51(1), pp. 31-37

De Ridder, J. (2003). Organisational communication and supportive employees. *Human Resource Management Journal*, *4*(4), 1-10.

Diefenbach, T. (2007). "The managerialistic ideology of organisational change management". Journal of Organisational Change Management, 20(1), pp 126-144.

DiFonzo, N., Bordia, P. & Rosnow, R. L. (1994). Reining in rumours. *Organisational Dynamics*, *23*(1), 47-62.

Eisenbach, R., Watson, K. & Pillai, R. (1999). Transformational leadership in the context of organizational change. *Journal of Organizational Change Management, 12*(2), 80-89.

Elving, W. and Gravenhorst, K. (2009). Information, Communication, and Uncertainty During Organizational Change: the Role of Commitment and Trust. Paper presented at the annual meeting of the International Communication Association, 81 Sheraton New York, New York City, NY.

Eraslan, L. (2004). A post-modern paradigm in leadership: transformational leadership. *Journal of International Human Sciences, 1*(1), 1-32.

Eskom. (2015).*Reviewed condensed group interim financial statements*: 30 September. Available at www.eskom.co.za [Accessed: 11 March 2017].

Esparcia, S., and Argente, E. (2012). Forces that Drive Organizational Change in an Adaptive Virtual Organization. Spain

Filiz, Z. (2013). *An analysis of the levels of job satisfaction and life satisfaction of the academic staff.* Social Indicators Research. Available from http://link.springer.com/article/10.1007%2Fs11205-013-0319-6 [Accessed: 16 April 2017].

Frahm, J. and Brown, K. (2007). Linking change communication to change receptivity'. *Journal of Organisational Change Management*, 20(3), pp 370-387.

Govender, S. and Parumasur, S.B. (2010). "The relationship between employee motivation and job involvement". South African Journal of Economic and Management Sciences, 13(3), pp 237-253.

Grobler P, Warnich S, Carell MR, et al. (2006) *Human resource management in South Africa, EMEA: Cengage Learning.*

Habib, M. N. (2013). Understanding Critical Success and Failure Factors of Business Process Reengineering, (2001), *International Review of Management and Business Research,* 2(1), pp. 1– 10.

Haque, M.D., TitiAmaya, A., & Liu, L. (2016). The role of vision in organisational readiness for change and growth. Leadership & Organisation Development Journal, 37(7), pp 983-999.

Hatch, M. J., & Cunliffe, A. L. (2006). *Organization theory: Modern, symbolic, and postmodern perspectives (2nd Ed.).* New York, NY: Oxford University Press.

Herzberg, F.W., Mausner, B. and Snyderman, B. (1957). The Motivation to Work, New York, Wiley.

Herzberg, F. (1966). *Work and the nature of man.* Cleveland: World Publishing Company.

Husain, Z. (2013). Effective communication brings successful organizational change, Department of Business Administration, Aligarh Muslim University, Aligarh, India, 3(2), pp 44-50.

Ignat, A., & Clipa, O. (2012). Teachers' satisfaction with life, job satisfaction and their emotional intelligence. *Procedia - Social and Behavioral Sciences, 33*, 498–502.

Ikinci , S.S. (2014). Organizational Change: Importance of Leadership Style and Training. Health Services Vocational School, Uludağ University, Bursa, Turkey, 1(2), pp 122-128.

Jamali, G., Abbaszadeh, M., O.,Ebrahimi, M., and Maleki, T. (2011). Business Process Reengineering Implementation: Developing a Causal Model of Critical Success Factors.

International Journal of e-Education, e-Business, e-Management and e-Learning, 1(5), pp 354-359.

Jerome, N. (2013). "Application of Maslow's hierarchy of needs theory, impacts and implications on organisational culture, human resource and employees` performance". International Journal of Business and Management Invention, 2(1), pp 39-45.

Jones, l., Watson, B., Hobman, e., bordia, P., Gallois, c., & Callan, V. J. (2008). Employee perceptions of organizational change: Impact of hierarchical level. *Leadership and Organization Development Journal*, 29 (4), 294 -316.

Jones, L., Watson, B., Hobman, E., Bordia, P., Gallois, C. and Callan, V. (2008). "Employee perceptions of organisational change: Impact of hierarchical level". Leadership and Organisational Development Change, 29(4), pp 294-316.

Jones, M.and Harris, A. (2014). Principals leading successful organisational change. Journal f Management Development, 28(2), 81-93.

Joseph, O.B. (2015). The effect of Employees' Motivation on Organizational Performance. *Journal of Public Administration and Policy,* 7(4), pp 62-75.

Research

Kante, R., Stein, B. and Jick, T. (1992). The Challenge of Organisational Change, Free Press.

Katz, J.H., and Miller, F.A. (2014). Lteaders Getting Different Collaboration, the New Inclusive Workplace, and OD`s Role. OD Practitioner, 4693), pp 40-45.

Kaur, A. (2013). Maslow's Need Hierarchy Theory: Applications and Criticisms, Global Journal of Management and Business Studies, 3(10), pp 1061-1064.

Karip, E. (1998). Transformational leadership. Available from http://www.pegem.net/akademi/3-822-Donusumcu-Liderlik.aspx [Accessed: 17 May 2017].

Kavoor-Misra, S. (2009). "Understanding perceived organisational identity during crisis and change". Journal of Organisational Change, 22(5), pp494-510.

Kian, T.S., Rajah, S., and Yusoff, W.F.W. (2014). "Job satisfaction and motivation: What are the difference among the two?" *European Journal of Business and Social Science*, 3(2), pp 94-102.

Kim, T. (2015). Diffusion of changes in organisations. *Journal of Organisational Change Management*, 28(1), 134-152.

Kotter, J. P. & Cohen, D. S. 2002, *The Heart of Change.* Available from http://www.kotterinternational.com/books-and-resources/books [Accessed 25 February 2017].

Kotter, J. P. (1996). *Leading change.* Cambridge, MA: Harvard Business School Press.

Kotter, J. P. (2008). *Power and Influence. 2nd ed.* New York, MA: Free Press.

Kruger, J., and Rootman, C. (2010). "How do small business managers influence employee satisfaction and commitment?" Acta Commercii, 1(1), pp 59-72.

Lamnek, S. (1995): Qualitative Sozialforschung, Bd. 2, Methoden und Techniken.

Lewin, K. (1935) *A dynamic theory of personality*. New York: McGraw-Hill.

Lewin, K. (1947). "Change management model". Available from http://www.change-management-coach.com/kurtlewin.html [Accessed: 25 April 2017].

Lewin K (1951) *Field Theory* in *Social Science.*Tavistock Publications, London.

Lewis, L. K. (1999). Disseminating information and soliciting input during planned organisational change: Implementers' targets, sources, and channels for communicating. *Management Communication Quarterly*, *13*(1), pp 43-75.

Maffini, C. (2014). Tracking the employee satisfaction-life life satisfaction binary: The case of South African academics. *SA Journal of Industrial Psychology*, 40(2), pp1-11.

Maslo, A.H. (1943). "A theory of human motivation". Psychological Review, 50, 370-396.

Maslo, A.H. (1954). Motivation and Personality: NY: Harper.

Mayo, E. (1933). The Human Problems of an Industrial Civilization, Macmillan Press, New York.

Mehta, S., Maheshwari, G.C. and Sharma, S.K. (2014). Role of Leadership in Leading Success Change: An Empirical Study. *Journsal of Contemporary Management Research*, 8(2), pp1-22.

Mitchell, H. (2002). Strategic Worth of Human Resources; Driving Organizational Performance, Universalia

Mokoditoa, J.C. (2011). "Academic staff recruitment and retention strategies at the University of Limpopo". Master`s dissertation, Faculty If Management Sciences and Law, University of Limpopo, South Africa. Available from http://www.ul.netd.ac.za [Accessed: 22 October 2016].

Morrison, M. (2010). *Kurt Lewin three step change theory model*. [Online] Available at: https://rapidbi.com/kurt-lewin-three-step-change-theory/ [Accessed 11 March 2017].

Muathe, S.M.A. and Njuguna, E.N. (2016). "Critical review of literature on change management on employees' performance". *International Journal of Research in Social Science*. 6(3), pp 9-22

Munassar, F., Ghanim, A., Dahlan, A.R. (2013). "Change management and its contribution to the success of IT, project implementation". *International Journal of Information and Communication Technology Research*, 3(4).

Nduka, O. (2016). Employee Motivation and Performance. Thesis, Central University of Applied Sciences: Business Management, pp 2-32.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P.M. 2011. *Fundamentals of Human Resource Management.* (4th Ed.). New York: McGraw-Hill.

Otchere-Ankrah, B. (2015). "Managing organisational change: The experience of driver and vehicle licensing authority (DVLA) of Ghana". *International Public Management Review,* 16(1), pp 1-21.

Passenheim, O. (2010). *Change Management*. Bookboon.

Paulsen, N., Maldonado, D., Callan, V.J. and Ayoko, O. (2009). "Charismatic leadership, change and innovation in a R & D organisation". Journal of Organisational Change, 22(5), pp 511-523.

Perlman, K., and Leppert, J. (2013). Engage the Unengaged. Available from https://www.td.org/Publications/Magazines/TD/TD-Archive/2013/05/Engage-the-Unengaged[Accessed 28 March 2017].

Phattanacheewapul, A., & P. Ussahawanitchakit (2008). Organizational justice versus organizational support: The driven-factors of employee satisfaction and employee commitment on job performance. *Journal of Academy of Business and Economics*, *8*(2), 114-123.

Rainey, H.G. (2014). *Understanding and Managing Public Organisations*. San Francisco: John Wiley & Sons.

Randall, J. and Procter, S. (2008). "Ambiguity and Ambivalence". Journal of Organisational Change, 21(6), pp 686-700.

Rizescue, A. and Tileaga, C. (2016). Factors influencing continuous organisational change. *Journal* of Defence Resource Management, 7(2), 139-143.

Robbins SP and Judge TA. (2012) *Essentials of organizational behaviour*, New York: Pearson Education Ltd.

Robbins, S.P. and Judge, T.A. (2013). Organisational Behavior. England: Pearson

Samuel, K. (2013). The effect of change management in an organisation. A Case Study of National University of Rwanda: *A journal of Management and Business Studies.* 1(1), pp1-18 April 2013.

Saraswathi, S. (2011): A Study on Factors that Motivate IT and Non-IT Sector Employees: A Comparison. *International Journal of Research in Computer Application and Management*, Vol. 1 (2), pp. 72-77.

Saunders, M.N.K., Thornhill, A., Lewis, P. (2012). Research Methods for Business*: A Skill-Building Approach,* UK: Prentice Hall.

Saylı, H., & Tüfekçi, A. (2008). The role of a transformational leader in making a successful organizational change. *Erciyes University, Journal of Economics and Administrative Sciences Faculty*, *30*, 193-210.

Schanz, G. 1992. Partizipation. In: Frese, E. (Hrsg.): *Handwörterbuch. S.* 1901-1914.

Schein, E.H. (1996). Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning. *Systems Practice,* 9(1), pp. 27-47.

Schumacher, D., Schreurs, B., Van Emmerik, H., and De Witte, H. (2015). Explaining the Relation between Job Insecurity and Employee Outcomes during Organizational Change: A Multiple Group Comparison. Human Resource Management, DOI: 10.1002/hrm.21687.

Shah, N., & Ghulam Sarwar, S. (2010). Relationship between employee readiness for organisational change, supervisor and peer relations and demography. *Journal of Enterprise Information Management,* 23(5), pp 640-652.

Sikdar, A., and Payyazhi, J. (2014). "A process model of managing organizational change during business process redesign". *Business Process Management Journal*, 20(6), pp 971-998.

Simoes, P., M., M. and Esposito, M. (2013). Improving Change Management: How Communication Nature Influences Resistance to Change. Grenoble Ecole de Management and University of Cambridge, CPSL.

Smith, I. (2011). Organisational change: Interconnecting paths to effectiveness. Library Management, 32(1), pp 111-128.

Song, X. (2009). Why Do Change Management Strategies Fail? *Journal of Cambridge Studies*. 4(1), pp 15-41.

Tan, S.K. (2014). "Herzberg`s two factors theory on work motivation: Does it work for today's environment?" *Global Journal of Commerce & Management Perspective*, Global Institute for Research & Education, 2(5), pp 18-22.

Terry, D. J., C. J. Carey and V. J. Callan, 2001, Employee Adjustment to an Organizational Merger: An Intergroup Perspective, *Personality and Social Psychology Bulletin*, 27,pp 267–280.

Thurlow, A. and Mills, J.H. (2009). "Change, talk and sense making". *Journal of Organisational Change*, 22(5), pp 459-479.

Töremen, F. (2002). The hindrances for change in education organizations and their reasons. *Journal of Social Sciences Fırat University, 12*(1), 185-202.

Vance, R. J. (2006). Organizing for customer service. In L. Fogli (Ed.), *Customer service delivery: Research and best practices* (pp. 22 – 51). San Francisco, Calif.: Jossey-Bass.

Whiseand, P. & Rush, G. (1988). *Supervising Police Personnel: Back to Basics*, Prentice Hall, New Jersey.

Witting, C. (2012). Employees` Reactions to Organisational Change.OD Practioner, 44(2), pp 23-28.

Zafar[1], F., & Naveed[2], K. (2014): Organisational Change and Dealing with Employees Resistance. *International Journal of Management Excellence.*2 (3), pp 238-241, February 2014.

QUESTIONNAIRE

Section A: Biographical information

Q1. Your Age

    1. 21-25 Years

    2. 25-29 Years

    3. 30-39 Years

    4. 40-49 Years

    5. More than 50 Years

Q 2. Your Gender

    1. Male

    2. Female

Q3. Your Ethnic Group

    1. White

    2. Indian

    3. African

    4. Coloured

Q4. Your Highest Education

    1. Matric

    2. Diploma

    3. B Degree

    4. Master's Degree

    5. PHD

Q5. Your Years of Service within Eskom

    1. 0-5 Years

    2. 5-10 Years

    3. 10-15 Years

    4. 15-25 Years

5. More than 25 Years

Section B: The types of organizational changes at Eskom

Q6. This is a business re-engineering change process to improve quality, service and reduce cost.
1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Q7. This change has been forced by the technological advancement within the organization.
1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Q8. This is a restructuring change process since the employees' job profiles have been changed.
1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

Q9. This is a remedial change since it has been brought due to poor performance by the organization.
1. Strongly disagree
2. Disagree
3. Neutral

4. Agree

5. Strongly agree

Q10. This was an unplanned change resulted from economic uncertainties and changes from the government regulations.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Section C: The importance of communication during organizational change

Q11. The management communicated their vision with employees regarding organizational change.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Q12. The management formally engaged with employees regarding the need for organizational change.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Q13. Employees were consulted regarding the design of organizational change.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Q14. Employees were regularly updated regarding organizational change progress.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Q15. All employees were engaged during the initial planning of organisational change.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Section D: The relationship between organizational change and employee motivation

Q16. I was motivated during my previous job profile.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Q17. I feel demotivated to change my job profile.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

Q18. After the change I get excited about going to work.
1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

Q19. I feel that change has a negative effect on my career.
1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

Q20. Changes that do not affect job security, motivate employees to work the most.
1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

22 May 2017

Mr Linda Wiseman Mbotho (215081333)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Mbotho,

Protocol reference number: HSS/0403/017M
Project title: The effects of Organisational Changes on employees motivation at Eskom, KwaZulu-Natal Customer Service

Full Approval – Expedited Application

In response to your application received on 20 April 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and FULL APPROVAL for the protocol has been granted.

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

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

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

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

Yours faithfully

....
Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Dr Emmanuel Mutambara
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Linda Mbotho`s Dissertation