

UNIVERSITY OF KWAZULU-NATAL

**Managing change as a result of restructures within Sturrock Grindrod Maritime
(Pty) Ltd**

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Abstract

Diversify, integrate and synergise, are common words associated with businesses operating in Volatile, Uncertain, Complex and Ambiguous (VUCA) environments. Profitability and long term survival is reliant on how businesses operating in global markets are able to navigate through this type of environment. Change is the one constant factor effecting all members of the organisation as a result of the movements and adjustment brought about by the company to meet the demand of operating in the VUCA environment and thereby ensuring its long term existence.

The present research is aimed at examining how change due to restructures is managed within Sturrock Grindrod Maritime (Pty) Ltd and the impact that it has on the people in the organisation. The employees of the company were used as a sample for the study. The quantitative data collection method was used. A survey questionnaire was distributed to collect data from the participants. A total of 140 employees participated in the study.

The results of the study found Sturrock Grindrod Maritime (Pty) Ltd did not carry out successful change management during the company's restructure period. The results showed that management did not inspire employees towards change and did not involve them in the process of organisational change. The study further showed changes in the organisation had a negative effect on the employees. The management of the company did not emphasise employee satisfaction during periods of change.

It is recommended that the management of Sturrock Grindrod Maritime assess their current change management processes and tools used to implement change. They should make concerted efforts in helping employees accept and embrace change as the company will reap the benefits of positive and productive employees.

Keywords: Change management, employees, restructures, processes, organisations.

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CHAPTER ONE

Introduction

1.1. Introduction

Emergence of new economies in the contemporary world has presented new business opportunities for entities across all industries globally (Martins, 2014). Due to such development, it is imperative for organisations to embrace the phenomenon of change in order to be relevant as well as to compete effectively with other players in the business environment (Turban, Strauss & Lai, 2015). However, studies have indicated that it is not easy to effectively bring about change in an organisation (Ashkenas, 2013). Organisations in the private or public sector therefore need to embrace change management or face extinction (Dievernich, Tokarski & Gong, 2014). The failure of organisations in change initiatives is attributed to the management of the concept (Kondalkar, 2013). In cases where change management has been recorded as a failure, senior personnel in the entities were found to rush change initiatives in the organisation thereby losing focus and being overwhelmed in the process (Harvard Business Review, 2013). In order to survive in the extremely competitive shipping industry Sturrock Grindrod Maritime (Pty) Ltd (SGM) had to undergo organisational change so as to remain competitive, to compete with other global companies and sustain its existence into the future. Thus the company has been delving into the complexities of change since November 2012. The value of this study is to identify problems and issues during the change process so as to ensure corrections can be made for future change management within the company and to ensure change management is used effectively so as to provide the desired outcome and return for investment for the company. The present research is aimed at evaluating how change management is dealt with at SGM and the impact that it has on the people working at the organisation.

1.2. Problem Statement of the Study

For organisations that are currently undergoing change it is essential that change management is successfully implemented and that all levels of management within the organisation have the necessary skills to implement change. The time line in which change needs to take place is diminishing rapidly in line with the pace at which changes are taking place in the external and internal environments of the organisation. People prefer familiarity and to change routines is asking them to enter the unknown. Most people will find this difficult and would prefer to avoid the situation as humans prefer comfort and routine (Grohol, 2013). In order for SGM to achieve a successful company restructure, the company must ensure it carries out effective and comprehensive change management. It is at this point that the research problem was identified as it is unknown how managers at SGM manage changes necessitated by organisational structuring in the company. The change processes and management competency to deal with change management within the company needs to be evaluated to determine if the organisation can effectively, efficiently and successfully implement change.

1.3. Aim of the Study

The aim of the study is to determine the ability of SGM to carry out effective and comprehensive change management within the organisation as a result of organisational restructures and the impact that it has on the people in the organisation. It is not possible to ensure every member of staff participates in the study. An email was sent out to all employees advising them of the purpose of the study requesting them to participate, and should they have any questions about the study they should direct them to the researcher. The individuals who did participate form a good sample as they are from various different grading levels and divisions within the company. This will help SGM understand whether they need to relook and improve their current change management processes so as to achieve more favourable responses to change within the company.

1.4. Research Objectives

The list of research objectives below were formulated on the research problem so as to arrive at the intention of the research:

- I. To evaluate current change management processes within Sturrock Grindrod Maritime (Pty) Ltd.
- II. To investigate the ability of senior managers of Sturrock Grindrod Maritime (Pty) Ltd to implement change in the company.
- III. To establish change management strategies used in Sturrock Grindrod Maritime (Pty) Ltd to effectively implement change.

1.5. Research Questions

In order to achieve research objectives as well as to make the current research focused, the following research questions were used:

- I. Were the employees of Sturrock Grindrod Maritime (Pty) Ltd involved in the process of organisational change?
- II. Did the management of Sturrock Grindrod Maritime (Pty) Ltd inspire the employees towards organisational change?
- III. Did the management of Sturrock Grindrod Maritime (Pty) Ltd put emphasis on employee satisfaction when implementing organisational change?
- IV. Did the change have a positive effect on the employees of Sturrock Grindrod Maritime (Pty) Ltd?

1.6. Motivation for the Study

Change is common reality in SGM. How change is communicated to individuals within an organisation is one of the key factors to the success of change implementation. Research suggests that individuals prefer to find out about change from their direct supervisor or line manager. The trust factor that an individual has with the person advising them about change determines how they will value and react towards the

intended change (Allen, Jimmieson, Bordia & Irmer, 2007). The motivation of this study was inspired by the need to apply my research skills in examining changes that have taken place in the organisation already, identify the gap and flaws in the process so as to learn from these and make the necessary changes within the organisation to ensure that future change is dealt with efficiently and is successfully implemented so the organisation reaps maximum benefit from change. It is therefore necessary to evaluate management's current ability and knowledge regarding change management and how the organisation currently handles change management implementations. Such effort would ensure a sense of fulfilment of having contributed to organisational success of SGM since change management can be directly linked to an organisation's success with respect to performance and productivity.

1.7. Significance of the Study

The research on managing change as a result of restructures within SGM is of great significance to different stakeholders. For instance, with change being a common phenomenon in the world today, managing changes is therefore very significant for all entities across all industries. In addition, change in human resources among other changes in an organisation requires the restructuring of the organisation. Organisational structuring is necessitated by change. Therefore, managing change emanating from organisational structuring is very important to SGM among other entities. The findings from this research will therefore be of great importance to industry players since it will present appropriate strategies for managing change necessitated by organisational restructuring. Moreover, students and scholars will also find this research an important step-by-step guide to their future studies.

1.8. Limitations of the Study

Limitations that should be considered by future researchers around the topic of change management within SGM are as follows:

- i) The study was limited to South African offices of Sturrock Grindrod Maritime (Pty) Ltd and will not focus on other office outside of Southern Africa.
- ii) The research is limited to the years 2012 – 2016.
- iii) Partaking in the survey and divulging of information may be limited to staff who are not sensitive to the company.

1.9. Methodology

Descriptive survey research design was used for the current study in order to accomplish the purpose of the research, which involves the use of quantitative approaches, strategies and techniques for both data collection and data analysis. Closed-ended questionnaires were used to collect views and experiences of employees working at SGM based on the subject of managing change as a result of restructures within the company. Purposive sampling techniques were used in selecting the respondents that participated in the research. Statistical methods, which include descriptive statistical analysis and chi-square tests, were used for data analysis using SPSS software.

1.10. Chapter Outline

The current study on managing change as a result of restructures within SGM is discussed over six chapters starting with an Introduction, Literature Review, Methodology, Presentation and Analysis of Results, Discussion of Results, and ending with a Conclusion and Recommendations. The first chapter provides an introduction to the entire research. The research is put into context in this chapter through detailed discussions. Background of the research is significant so as to ensure the study follows the preferred course required to warrant an efficacious research. The introduction also brings to light other focus areas such as the aim of the research, questions used to formulate the basis of the research, the objectives of the research, the methodology used, motivation for the study and significance of the study.

Chapter two of the current study highlights a review of past studies on change management and organisational restructuring. In Chapter three the research methodology is covered. The chapter exhibits the research design, data collection methods, research approaches, sampling techniques and validation strategies that are utilised in the investigation to support the study, thereby addressing the research problem and meeting the research objectives. This is a primary research therefore the methods and techniques applied in the primary research were instrumental in determining the success of the research as well as to ensure validity and reliability of the research. The fourth chapter is presentation and analysis of data, which presents a thorough analysis of data used in the research and the testing of the hypothesis.

The fifth chapter covers discussions of the outcome of the data analysis in chapter four and collates these findings back to the literature that is discussed in chapter two. The discussion endeavours to correlate the outcome of the data analysis from the research conducted to the written works of experts and authors and other researches in the same field. In the discussion within this chapter the researcher's opinion and outlook centred on the research objectives and questions is incorporated. The sixth chapter of the research includes the conclusions and recommendation. This chapter summarises the entire research. It also provides probable recommendations for further research into the topic by future scholars and industry players with respect to change management and organisational restructuring.

1.11. Summary

Research suggests that individuals prefer to find out about change from their direct supervisor or line manager, and the trust factor that an individual has with the person advising them about change determines how they will value and react towards the intended change (Allen, Jimmieson, Bordia & Irmer, 2007). The research examines how change was handled due to restructures that have taken place in the organisation already, identifying the gap and flaws in the process so as to learn from these and make the necessary changes within the organisation to ensure that future change is dealt with efficiently, effectively and is successfully implemented so the organisation

reaps maximum benefit from change. It is therefore necessary to evaluate how change is managed within SGM and its impact on the organisation. A comprehensive view into the literature around types of change management, change management model and theories and change managers is discussed in the next chapter.

CHAPTER TWO

Literature Review

2.1. Introduction

Broad review of the literature was done to gain more knowledge and understanding of the study topic and questions. In line with the study questions, the review entailed the concept of change management, models and theories of change, change approaches, types of change management, such as individual change management, organisational change management and team change management. Further review entailed change management roles and practices.

2.2. The Concept of Change Management

Diverse perceptions are linked to change. According to Kuipers, Higgs, Kickert, Tummers, Grandia and Van der Voet (2014), risk may be a factor when handling change that is involved with the unknown. In an effort to reduce the risks involved in organisational change, there are diverse guidelines, methodologies and change models that should be nurtured when implementing the change process. There is however no guarantee of the success of change management, and hence the need to follow a good guideline (Kostenbaum, 2015). According to Pollack (2015), change management involves an understandable management of the approach that organisations change and adapt. Here, change management emphasises a process involved in the organisational change, and is done in a manner that enables the organisation to be efficient in its ongoing changing environment. The change process should focus on identifying causes of resistance and their solution (Piercy, Phillips & Lewis, 2012). In the views of Vrazel (2013), change management entails communicating during the change period, the use of change models and acclimatising them to assist the organisation during change and the move from planning of change

to actual implementation. Applying change processes with visibly clear and timed activities assists to transfer an organisation to the desirable and measurable state.

Change management is further related to a psychological transition, which the Project Management Institute (2013a) asserts enables people to accept change and its details. In a strategic view, the Project Management Institute (2013a) states that the change process entails planning, initialisation, realising, controlling, and solving a transition to a better state of organisational processes. Additional perspective on change management links it to a competitive advantage (Change Management Institute, 2013a). In this perspective, Holbeche (2006) regards the change process as a proactive organisation's choice to adapt or proceed in the next wave of emerging conditions (Change Management Institute, 2013a). Holbeche (2006) looks at change management as a process that is unbroken, which aligns an organisation with its environment allowing it to react more quickly, positively and effectively compared to its competitors (Change Management Institute, 2013c).

However, the Accrediting Professional Managers Globally (APMG-International, 2013) purported that using change management to achieve a competitive advantage over other market players can be challenging because change is a multifaceted progression with diverse practises. In its complexity, change is categorised by time, by need, and by resultant effect (APMG-International, 2013). The time-based perspective includes a proactive approach of removing problems before they happen or reactive approach of retorting to a problem after it has occurred or pre-fixity changes that happen during the change management phase or post-fixity changes that happen after the change management phase (Ferris, 2013). The need-based category includes elective or required, preferential or regulatory, and discretionary or nondiscretionary (Ferris, 2013). The resultant effects category includes beneficial, disruptive or neutral. Therefore, it was significant to examine the category of change at Sturrock Grindrod Maritime (Pty) Ltd (SGM) for effective understanding of the underlying processes.

Despite the category of change in an organisation, Ferris (2013) notes that typical organisational changes relate to various factors. In this view, the need for change management may be linked to factors such as restructuring of management, skills development, operational development, changes in work practices, new work patterns, and changes in operating procedures (Ferris, 2013). Also, the senior

management may undergo a change process due to economic crisis, low profitability, low employee morale, strong competition, and declining market share (Ferris, 2013). These factors affect the efficiency of work.

The Moorhouse Consulting Firm (2013) asserts that change management involves the use of specific or diverse approaches, techniques, measures, and tools to identify, plan and conduct the transformation process to the sought after goal and to merge its outcomes. Lawrence (2013) also defines change management by four components: (i) outlining change sections, (ii) acclimatising to change, (iii) managing the change, and (iv) efficaciously driving forward that change. Therefore, the question for SGM should be whether the four elements are adequately addressed in its change agenda.

Despite the inherent diversity in change, Rees and Hall (2013) emphasise that the process classically involves organisational structures, the work groups and behaviour of personnel that are influenced by the change management process. These perspectives can yield further difficulties for management, agents for change and the change sponsors. Hence, these could have an impact on the entire organisation to a certain degree (Rees & Hall, 2013). As significant organisational change can impact its planned growth objectives, it is important to ascertain the change management foundations in the context of strategic planning development and its implementation strategies (Rees & Hall, 2013).

Nonetheless, achieving targets is not the main factor determining if a change project is successful or not (Lunenburg, 2010). Instead, the measure of successful change lies with the ability of employees to adjust and adapt to the changed work environment and their capacity to work efficiently and competently in this environment (Crawford & Cooke-Davies, 2012). Therefore, the repressed concept of change management is that people can be influenced and the way in which they respond to change is determined by how change is put forth to them (Crawford & Cooke-Davies, 2012).

If people do not understand or misconstrue the reason for change, their ability to accept and adapt to change decreases and this could also lead to resistance of accepting change thereby causing barriers to change. However if change is explained outlining the benefits and reasons thereof, people would understand and accept the benefits of the change, thereby being more susceptible to it and implying minimal

disruption to the organisation. Of importance, therefore, is to assess the level of employees' acceptance to change at SGM.

2.3. Model and Theories of Change

Scholars present diverse theories and models of change as reviewed in this chapter. As claimed by Vrazel (2013), the choice to use one model instead of the other depends upon the organisational goals with the change process. The change process needs to be systematic to fit in any of the models discussed in the next section.

Lewin's Model of Change is looked upon as one of the earliest change models to be used in managing change (Bartunek & Woodman, 2013). As stated by the researcher, Lewin's model contains three phases. The model centres on the psychological facets of behaviour modification, including: (i) unfreezing, (ii) movement, and (iii) refreezing. The unfreezing phase entails the identification of the need for change and the acceptance of the need for change thereby decreasing people's conflict and struggle towards the change. The movement phase involves the emerging of new and more opened minded approaches to change which encourages positive and optimistic behaviours in order for change to happen. Furthermore, as stated, the refreezing phase involves stabilising, supporting and reinforcing the new change conditions. Therefore, it was significant for the current study to examine whether SGM has successfully reduced employee resistance to its change agenda, and if so, if the company committed to developing positive attitudes towards the change programme.

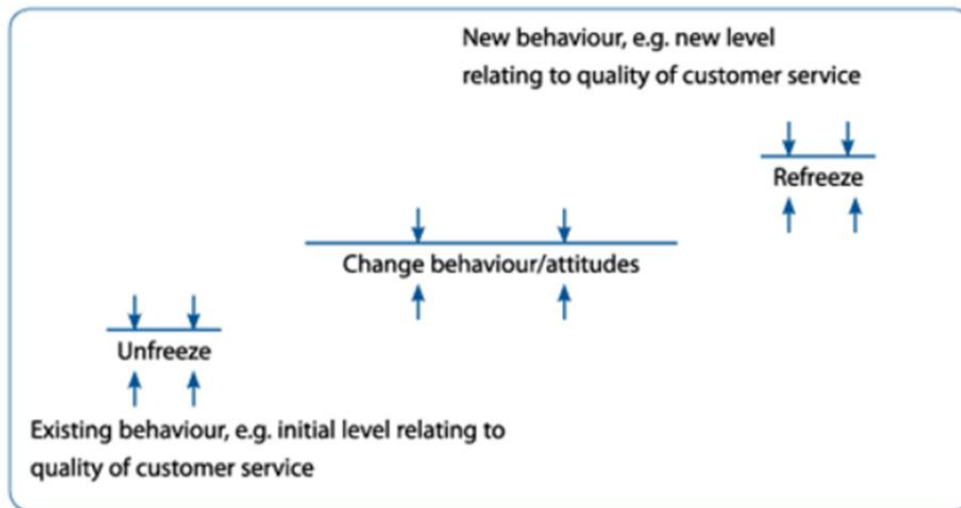


Figure 2.1 Lewins Model of Change

Source: Alex, I., 2015. Kaplan Knowledge Bank - Managing Strategic Change [Online]
Available at: [http://kfknowledgebank.kaplan.co.uk /Managing strategic change.aspx](http://kfknowledgebank.kaplan.co.uk/Managing%20strategic%20change.aspx)

According to Singh, Saeed and Bertsch (2012), “Lewin’s model presents a systematic approach to change management”. The model describes a system of clearly shown interconnected processes. The model is centred on the identification and understanding of each significant stage within the change process, and the results for a successful and effective change management process is amplified (Singh et al., 2012). It is the responsibility of the managers implementing the change to make knowledgeable choices on which actions to use to improve the change management process.

As stated by Bartunek and Woodman (2013), Lewin’s model can be challenged for over-simplifying change, since it involves looking at the positive and negative forces that influence proposed change, which involved investigations into the causes of resistance to change or acceptance of change. These forces for and against change can be from within the organisation, from the external environment in which the organisation operates, or a fusion of both. This is evident in the sequential linear process, which Lewin uses to present the three stages of change.

In this view, Vrazel (2013) linked Lewin’s model to eight components of change management. The eight components include: (i) firstly identifying the problem, (ii) collecting information, (iii) analysing the problem, (iv) putting in place a plan of action,

(v) implementing the plan, (vi) gathering feedback on the implementation and stabilising, (vii) assessing significant findings, (viii) documenting findings and learning from the change process. Linking the eight components to Lewin's model, identifying the problem, collecting information and analysing the problem relates to unfreezing. Putting in place a plan of action, implementing the plan and gathering feedback on the implementation and stabilising relates to movement. Lastly, assessing significant findings and documentation of findings and learning from the change process relates to refreezing (Van den Heuvel, Demerouti, Bakker & Schaufeli, 2013). Arguably, Lewin's change model is deemed unfit for today's business environment due to its linear presentation of a change process as opposed to today when change is renowned as being a continuous and endless occurrence (Shirey, 2013).

Lippitt's seven phases exhibits the change agents' methods of being driven and inspired to change and the way in which the change agent brings the need for change to the attention of employees, which relates to Lewin's unfreezing stage (Tudor & Bisa, 2015). In Lippitt's model, a problem is identified and the best solution is selected through collaboration. In the context of Lewin's model, Pollack (2015) explains when the system moves out of equilibrium and is unbalanced, unfreezing will occur, which will then create a need for change. The phase of unfreezing is directly related to phase one of Roger's theory, the phase of awareness (Tudor & Bisa, 2015).

In Kotter's eight-stage change management process, a change manager needs to: (i) create an environment of importance around change that requires hasty action, (ii) put together a credible group of knowledgeable people who employees trust and see as reliable, and (iii) establish a plan of action and a strategy in line with the vision. The forth step is to communicate the change vision in order to promote understanding and commitment. In step five, broad based action must be sanctioned. During this stage all hindrances to change must be removed. Employees must be empowered and motivated to maintain the change course. The change momentum must continue to surge forward by building on the change as employees experience the gains (Parker, Charlton, Ribeiro & Pathak, 2013). The organisational culture must incorporate the new changed values, behaviours and approaches and these must be entrenched organisation (Prosci, 2014).



Figure 2.2 Kotter's Eight Stage Change Management Process

Source: Alex, I., 2015. Kaplan Knowledge Bank - Managing Strategic Change [Online]
Available at: <http://kfknowledgebank.kaplan.co.uk /Managing strategic change.aspx>

Similar to Lewin's model, the Kotter's eight-stage change management process is also criticised because it gives the impression of being a straight lined chronological set of processes (Project Management Institute, 2014). Nonetheless, Kotter tries to look into the issues with Lewin's third step of the model, 'refreezing'. Attempting to address the problem of the 'refreezing' stage in Lewin's model, he links attitudes and values to the success of change. Kotter advised organisations to encourage positive attitudes and values with employees that will result in positive and encouraging behaviour towards change and sustainability for future change (Taher, Krotov & Silva, 2015). In order to change the linear model presented by Kotter, the change process needs to be a continuous one. The culture of the organisation must be nurtured into being proactive to change. This type of organisational culture will provide a feedback tool allowing the organisation to adapt and thereby creating a continuous process (Brunetto, Xerri & Nelson, 2014).

While the change theories seem similar and interrelated to implement planned change, they are also subtly different in the manner in which every stage of the change process should be handled. Thus, it is up to managers at SGM to investigate the different models and choose the model that will be best suited to the organisation's needs for change management in the current work environment. Many change management

initiatives that have been undertaken in organisations have been based on systematic change management models. These models are made up of processes that are in sequence (Christian, 2013) as described in the models in the previous sections.

Nonetheless, a common modification by many organisations is to add an extra step within the change models towards the end (Bukłaha, 2014). The extra step added into the model is feedback. This step provides feedback information on each step within the model. The extra step then closes the loop on the change process making it a continuous change management system. Leadership's role is highlighted as one of the significant attributes of Kotter's model (Bukłaha, 2014). Here, leadership should develop and communicate the vision for change.

2.4. Change Approach

The literature presents various theories and models for change management however there is a need to employ the right approach towards change management. LaMarsh Global (2014) presents organisational development as one of the approaches to change management. While employing organisational development as the basis for change, the manager aims to improve organisational performance (Crawford & Nahmias, 2010). Organisational development suggests suitable solutions to the soft facets of change, while most change initiatives involve both aspects (Kickert, 2013). In this view, the organisational development approach highlights the managing of employee behaviour and organisational culture (Kickert, 2013). Both these are regarded as essential interventions for an organisation to cope with 'long-term' change and improve efficiencies and performance (Cameron & Green, 2012).

In order for the organisational development approach to change to be successful, the key feature of the approach is support from top management and a participative attitude and disposition (Crawford & Nahmias, 2010). The approach is strategic in nature. It entails the handling of change in the organisation over a medium to long term period. This change can affect the component parts of the organisation as well. Organisational development takes a systematic methodology in implementing change, and it uses the doctrine and practice of behavioural science (Change Management

Institute, 2013b), such as management's behaviour and attitude, the interaction of people in a group and the group dynamics and job design (Kickert, 2013). The approach focuses on training and developing employees with the necessary knowledge and skills through the use of action-research and organisational learning methods (Kickert, 2013). The application of the organisational development approach is better suited for planned change. The approach can be adapted to new situations as well and is not an inflexible process to be followed. The organisational development approach provides statistics and facts to advise decision-making and progress (Change Management Institute, 2013b). This implies that the approach is based on evidence. Apart from using change agents or organisational development practitioners to facilitate the change process, the organisational development approach is designed to aid and expedite planned change which enables improved performance of the organisation, and this is done over the long term (Bartunek & Woodman, 2015).

According to Burnard and Bhamra (2011), the organisational development approach emphasises the management of organisational culture by encouraging values and attitudes related to individual and professional development, engagement, commitment, finding solutions to problems, and transparency. The principle behind the organisational development approach is shared common values. The employees of the organisation must all share the same ideals and beliefs which will lead to favoured behaviour. If an organisation's employees share common values, there will be desirable and ideal behaviour within a level of individuals, groups and within the organisation (Kotter, 2012a). To achieve this, a shared set of values has to be created and generally accepted by employees who agree to follow and abide by these values in the work environment. The common shared value is then entrenched as acceptable norm of behaviour. The set of shared values should relate to working with others, learning and improvement, honesty and respect. Creating and adopting shared values will ultimately guide employees' and groups' behaviour towards facilitating improved performance (Burnard & Bhamra, 2011). The organisation's culture must be one of high performance and empowerment of employees; these shared values must resound in all facets of the organisation including recruitment, performance management exercises, career path planning and development, leadership development programmes and rewards structures (Kickert, 2013).

The organisational development approach entails rolling out tools for feedback. Assessments are carried out to find out the effectiveness of the change and any stumbling blocks experienced. This will help the organisation to put effective strategies in place to overcome these stumbling blocks (Cooke & Szumal, 2000) Employees fear change, and using this approach will help to assess the situation and rectify it.

Another useful approach for undertaking the change approach, presented by Ashraf and Uddin (2013) is the systems intervention strategy (SIS). The SIS is about a manager questioning himself/herself about where the organisation is now, which needs a description of the current situation (Ashraf & Uddin, 2013). The manager should then ask about where the organisation wants to be. From this the objectives and constraints are identified and developed (Ashraf & Uddin, 2013). Putting together a project plan with desired objectives and goals which can be measured would assist the organisation to know when it has reached the desired state (Hornstein, 2015). The researcher further asserted that while designing measures, the manager needs to ask how the organisation can reach the desired goals which will lead to the formulation of a number of options. This must essentially be followed by asking questions as to what it will be like when the organisation reaches its desired goals, which enables the manager to put together selections. Particularly, in the implementation phase, the managers should deliberate what the desired goals should be and then evaluate options against the formulated measures, along with the issue of carrying the change process through while considering the construction of the application strategies during the planned changes (Hornstein, 2015). In view of the SIS approach, Prosci (2014) argued that in each stage of the change a problem owner should be identified who will clearly define the nature of change. However, it is not easy to tell who are affected by the change and which relationships have been influenced by the change. It is also difficult to measure the change effect on the scope and the boundary.

Additionally, there is the ADKAR approach to change management, which aligns to the previously discussed theories and models (Heifetz, Grashow & Linsky, 2014). The researchers have claimed that the ADKAR approach and change management formula is a Prosci change management tool for managing five key goals: (i) Awareness of what requires change, the reason for the change and communication of the problem, (ii) Desire to change must be created with communication of benefits and addressing fears, (iii) Knowledge of the new skills needed, sharing information and

creating teamwork, (iv) Ability to put change into action step by step, and (v) Reinforcement of the learnings and shared experiences to keep the change in place. The individuals within an organisation are affected by the change, therefore it is necessary for them to transition to the new way to performing their tasks and embrace the change. If employees do not make the personal transition the change initiative will fail. To conclude, it was significant for the current study to identify the change approach employed at SGM to determine its suitability with prevailing conditions in the maritime sector.

2.5. Types of Change Management

The managers at SGM may be well convinced on the change processes, and employing the right models and approaches. However, of interest is to understand the types of change management to gain an insight into how to apply them. In this view, Heifetz, et al. (2014) suggested three levels of strategic change. Level one is change that affects an organisation only, like changing over to a new ERP system. Level two change, as asserted by the researchers, is “generic organisation-wide change programmes”, like the business process redesign strategy. Level three is “generic multi-organisational change programmes” like restructures and buy outs. In view of this point, it would be necessary to identify and understand the level of strategic change at SGM. From psychological, business and engineering points of view, three types of change management are evident: individual change management, organisational change management and group change management.

2.5.1 Individual Change Management

Individual change management can be traced in the ADKAR model for individual change management (Kuipers et al., 2013). In the context of an individual, the ADKAR model presents five required outcomes an individual must attain for change to be successful at an individual level (Kuipers et al., 2013). As earlier mentioned, the ADKAR Model is made up of five components: Awareness of the need for change;

desire to want to be part of and support the change, knowledge and skills of how to bring about change; ability to implement change step by step; and reinforcement of the learnings and shared experiences to keep the change in place (Kuipers et al., 2013).

In another view, there are four major approaches in relation to individual change management. The first approach is the behavioural approach. This approach uses rewards and punishment to influence the behaviours of an individual (Van der Voet, 2014). The behavioural approach entails the analysis of behaviour and the use of rewards for desirable behaviour. The second approach is the cognitive approach, which is about achieving results through positive reframing (Van der Voet, 2014). In this second approach, individuals are set goals to achieve and they receive coaching through the process in the aim of achieving results (Van der Voet, 2014). The third approach in behavioural change management is the psychodynamic approach. This approach focuses on psychological forces that cause individuals to resist change and the ability to overcome natural resistance (Van der Voet, 2014). The psychodynamic approach is important for individuals who are undergoing highly affecting change (Van der Voet, 2014). The fourth approach is the humanistic psychology approach. This approach entails believing in people's unique ability and capabilities to develop and grow as well as capitalising on the individual's potential (Van der Voet, 2014). The fourth approach to individual change management focuses on authentic relationships, healthy development, and healthy organisational culture (Van der Voet, 2014). Each of the four individual change management approaches can offer practical guidelines for change leaders, change managers and change agents (Van der Voet, 2014). Although organisations are different, there are common factors that affect the response of individuals to implementing change. These include the organisational culture, employees' past and work experience, personality type, the kind of change implemented and the importance and outcome of that change (Trompenaars & Hampden-Turner, 2012).

2.5.2 Organisational Change Management

The Cambodia Financial Management Information Systems (FMIS) Project (2014) explains that there are various tools and processes that are used for organisational change management to manage people within an organisation during the change process. These tools are made up of specifically designed processes to be used for change in groups or organisations. The tools can be used jointly with the learnings from individual change management for managing the people who are confronted by change due to culture-shock arising from alteration of the established patterns of corporate life (Van der Voet, 2014). Individuals who look at the change process as possible cause for job losses, characteristically experience a form of grieving or loss (Cambodia FMIS Project, 2014). Thus, managing such scenarios at organisational level is key to the success of a change process (Cambodia FMIS Project, 2014).

Van der Voet (2014) holds the view that there are various theories and practises for dealing with and understanding change. However there is no one approach that is able to address all issues arising from change implementation within an organisation as the subject is extremely wide and complex (Van der Voet, 2014). In this view, APMG Change Management is an approach that proposes change models and concepts that will help to understand the complexities of change required and assist with designing organisational change with the best fit (Van der Voet, 2014). Two commonly known and used change models for organisational change are Kurt Lewin's change process and Gareth Morgan who used metaphors to comprehend and deal with organisations undergoing change. He describes organisations as machines, organisms and cultures (Change Management Institute, 2013c; Kuipers, et al., 2014). From the two approaches, Kurt Lewin's approach of driving and restraining forces is the more often used approach for implementing change in an organisation (Van der Voet, 2014; Change Management Institute, 2013c; Kuipers, et al., 2014).

2.5.3 Team Change Management

While considering the change management issues, Kostenbaum (2015) asserts that by looking at five elements within teams they can be more effective, there are (i) team mission, planning and goal setting, (ii) team operating processes, (iii) team interpersonal relationships, and (iv) inter-team relations. In view of the APMG Change Management methodology, the Change Management Institute (2013c) divided group dynamics of team management approaches into five stages: forming the group, storming, norming, performing and adjourning. In the forming phase members of the groups have their first interactions and are unsure of others within their group and their behaviour towards each other is polite and pleasant. As members become more familiar with each other the group moves into the storming phase. Here boundaries are challenged and personality and working style conflicts arise. Eventually the team moves into the norming phase when tempers calm down and members start to appreciate the roles of other members and their strengths and contributions (Hayes, 2012). The performing stage involves actual hard work to achieve change at a strong momentum. The last stage is adjourning, where the team gathers learnings from the change management process and the team is then dismantled (Change Management Institute, 2013c; Heifetz, et al., 2014). Additional significant approaches to team change management are based on Belbin theories, which are concerned with how to compose the group of individuals into a team in order to achieve successful change. Myers-Briggs's theories also play a central role in defining how teams play a role in initiating change or adapting to change (Ferris, 2013).

In view of the APMG Change Management methodology (APMG-International, 2013), there are three stages of team change processes, prior to change, during change and after change, and there are five significant matters that must be looked at, at each stage (Ferris, 2013). The five concerns the change manager should be addressing when handling team change management is: (i) the team's position in the hierarchy of the organisation and their possible way of responding to change, (ii) the personality of the teams which will dictate the team's needs for support during the change process, (iii) the effective use of the team during the change process, (iv) monitoring the team's deliverables in terms of the team objectives with regards to the change management

goals and the resources needed, (v) the team has clearly defined roles in terms of the change management deliverables and assumes full responsibility for their part in the project (Ferris, 2013). Insightfully, it implies that the management at SGM should consider the five issues for successful change from planning, managing and through to implementation. Teams that are being affected by the change process and who are expected to champion the change process must clearly understand their role in the change process. The relationship of team members within the group and their attitude towards change must be closely monitored. It is important for the team to know what their situation would be after the change process as this will ensure they remain motivated and committed during the challenges of the change process (Ferris, 2013).

2.6. Change Managers

Despite the use of a suitable change approach and model the success of change management relies on the kind of change manager implementing the change. The roles of the change manager span over various processes within the change implementation. The change manager acts as a conductor directing and facilitating all parties involved in the change ensuring stakeholders satisfaction throughout the process (Van den Heuvel, Schalk, Freese & Timmerman, 2016). The change manager does not operate in isolation; in order to achieve his objectives he has to network with all key personnel within the organisation from all departments in order to deliver effective change (Ferris, 2013). A change manager is aware of the various different outlooks on change, and having a vast knowledge on all the different facets of change places him in the perfect position to carry out and facilitate change within an organisation (Van den Heuvel et al., 2016). In this view, the managers advocate for the identification of the most suitable and most effective change management tool for the organisation, bring attention to the concept of change and how it will affect the organisation, involve the individuals within the organisation to the point that is needed for the change trial to be successful (Singh et al., 2012), and inform the organisation of the benefits of change to both the organisation as a whole and the individual components (Moorhouse Consulting, 2013). In order to ensure success of the change implementation, one of the functions of the change manager is putting together the

change plan and ensuring the effective implementation of the plan. He must also facilitate the change process within the various levels of the organisation (Singh et al., 2012). He must ensure the change is entrenched in the organisation and this is achieved by counselling and coaching the members of the organisation who are driving the change initiatives (Moorhouse Consulting, 2013).

Change managers through their experience and networking should always factor in the number of failed change initiatives that did not result in the expected deliverable (Nilsson, 2010). The manager, having such knowledge, should bring to the organisation's attention the importance of utilising the correct practises in implementation change to ensure its success (Nilsson, 2010). With good change management practices, there is an increase in the probability of successful change (Lawrence, 2013). The role of the change manager should therefore entail the planning and structuring of the change plan and the incorporation of all key staff members from within the organisation to deliver an effective and successful change initiative (Van den Heuvel et al., 2016).

The change manager needs to start at the very beginning of the change process, when the goals of the change requirement are defined, as this will allow him to carry out a diagnosis of the situation and assess the organisation's readiness to accept change. The change manager takes on the role of a facilitator, educating stakeholders in the change process about the expected outcomes and possible failures. He will also highlight the cost implications of the change to the organisation (Smollan, 2013). He is aware that the application of various theories and models leads to greater engagement of everyone who is part of the change process. Understanding how to apply the theories and models within the change processes helps to drive and sustain the required outcomes (Rees & Hall, 2013).

The change manager must choose the tools and models that will best fit the change goals of the organisation and identify the key roles that will impact the success. He takes on the role of a project manager ensuring all affected parties carry out their responsibilities in the change project. He also has to educate all the parties who are affected by the change process of what the change is about. It is during this important step that fear and resistance to change is addressed and change is marketed as an exciting venture promising benefits, injecting inspiration into the organisation and

selling the rewards of the change. It is extremely important that the change plan and process is constantly monitored to ensure the organisation is maintaining the desired course during change implementation (Smollan, 2013).

2.7. Change Management Roles

In view of the previous section, it is evident that the change managers play a central role in the success of a change initiative. As required of the change managers, they should understand how individuals, departments, divisions and levels of management will fit into the change plan; what their respective roles in the process will be to ensure the success of the change plan (Smollan, 2013).

In fulfilling the managerial roles, the managers should understand that many factors trigger change in an organisation such as competition, economical factors, technology, growth and globalisation (Vrazel, 2013). Reacting to any of the factors will result in change; a simple idea has the ability to result in a huge change requirement (Lawrence, 2013). An individual or a group of people might be the source of the idea. Thus, in fulfilling the management role, the manager should ensure that the idea gains traction in an organisation by picking it up, and driving it to make it happen (Change Management Institute, 2013a). In this case, the role of sponsorship is key to the success of a change initiative (Change Management Institute, 2013a).

In the views of Kotter International (2015), having the suitable, correct and effective support through the change initiative is a key factor for the success of the initiative. Kotter International explains that the role of a change sponsor is to bring together and consider the efforts from all individuals impacted and touched by the change. In this respect, Tudor and Bisa (2015) assert that an effective change manager should have a strong grasp on the roles each person within the organisation will play to make their respective contributions to the change plan. The manager should be able to communicate and highlight the change deliverables expected of an individual or group in an organisation (Tudor & Bisa, 2015). In this way, the manager plays the role of change agent. Closely linked to this role is the ability to coach, enable and support people involved or impacted by the change initiative (Tudor & Bisa, 2015).

Similar to Kotter International (2015), Pollack (2015) explains that the knowledge expected of an effective change manager is their ability to play the role of leading and contributing to change. Thus, the change managers should be the designers of the change plan, putting forth the change proposal, taking responsibility for the change (Van den Heuvel et al., 2016). Here, the role of the manager in sponsoring the change initiative entails setting out a design for the change and encouraging commitment to the plan consistently, locating the resources required for the change implementation, and continuously updating management of the organisation, also ensuring their involvement and commitment to the change process (Pollack, 2015). The change manager should also align all the resources of the organisation with the change strategy and look into fun and rewarding methods of encouraging the change (Tudor & Bisa, 2015).

The change manager has to wear different hats through the change implementation and one of them is that of a change agent. The role of the change agent starts with investigations, looking deeper into the culture of the organisation, understanding people's behaviours and attitudes and what the possible cause for resistance to change (Barratt-Pugh, Bahn & Gakere, 2013). The change agent must constantly highlight the change initiative; he needs to keep the fire burning by keeping attention on the change and rallying up support towards the initiative by getting people involved. The change agent is aware of the emotional state of individuals and understands the fear they are facing. The agent should counsel these individuals, listen to their fears and anxiety and encourage them to move through the change process. The change implementation may result in conflict among groups within the organisation as they have conflicting urgencies in the process. The agent should help mediate the process, maintain peace and help identify common goals for all (Barratt-Pugh et al., 2013).

Additionally, the Project Management Institute (2013b) asserts that the change managers have the role of managing organisational culture during the change process. The Project Management Institute (2013a) argues that significant transformation cannot occur in today's business environment without the concurrent shift of mindsets and behaviour (Project Management Institute, 2013b). As such, the culture of the organisation does not just happen unpredictably, but is a result of the accumulation of past experience and mindset of what can work (Project Management Institute, 2013b). However, the deeply-embedded system of old values and beliefs

frequently clash with the need of the organisation to adjust and become fit for the future through change initiatives (World Bank eLearning Module, 2014). Consequently, the organisational agility in its cultural characteristic results from influencing people, giving them the ability to look at change as a benefit and a value add to the organisation (Project Management Institute, 2013b). An agile organisation is able to easily adapt to change, be it a simple change in procedure or a more complex change involving the entire organisation. Therefore the organisation must try to develop a culture of agility (Heifetz et al., 2014).

In a cultural perspective, Kuipers et al. (2014) explains the struggle organisations have about the way in which change should be implemented or not. Thus, more resistance to a change initiative can emerge. In this view, Lunenburg (2010) asserts that the function of the change manager is to be aware and identify cultural sensitivities that the change could have an impact on. The manager should look at the strategic approaches that can be adopted to help encourage and promote change that will influence and help shape the culture of the organisation (Kuipers et al., 2014). The cultural awareness and recognising its contribution to change readiness and resistance are effective tools that the change manager should possess (Nilsson, 2010).

Succinctly, the Project Management Institute (2013b) emphasised that an effective change manager needs to have a strong characterisation of culture in an organisational context. Also, the change manager should understand that different types of changes have different effects on the organisational culture and should be aware of which types of change should be implemented in line with the organisational culture (Project Management Institute, 2013b). The change manager must also be aware of the role the leadership of the company plays in shaping the culture of the organisation (Kuipers et al., 2014; Project Management Institute, 2013b).

2.8. Change Management Practises

Change management in theory might be different from practice. In practice, there are various levels of change management that require different managerial knowledge

during the change process (Project Management Institute, 2014). This explains why an organisation should look at the benefits of a change manager to help leaders and managers work through change (Barratt-Pugh et al., 2013). In practice, the Project Management Institute (2014) noted that change managers should educate people through workshops and meetings about change, the different theories and models and how change can be successful through the use of them (Project Management Institute, 2014). The process pushes the managers to work closely with Human Resources (HR) and Organisational Development (OD) professionals (Project Management Institute, 2014). Working closely with these professionals ensures that the people affected by or involved in change are understood, supported and motivated (Project Management Institute, 2014).

At an individual level, Bukłaha (2014) asserts that change managers apply their expertise through the leadership and management of the organisation together with the HR department. The manager should use all resources available in terms of professional support from the professionals who have the relevant expertise (Bukłaha, 2014). It is the responsibility of the change manager to highlight to the management that is leading change and to the change sponsors that they must recognise the people side and how they are affected through the change initiative (Bukłaha, 2014). Another task of the change manager is to ensure the individuals within an organisation who have been selected to design and implement change management for the organisation are able to carry it out effectively (LaMarsh Global, 2014).

If you have to proportion change between people and the tools for change, the majority proportion of change is the people. Each individual has their own beliefs, values and culture. Change management at an individual level focuses on each person, influencing, encouraging and teaching them to change their behaviours and belief to fit in with the new ways (Smollan, 2013). The individual's ability to absorb information, process it and retain it must be taken into consideration as this will make teaching of the new ways easier and the outcome more effective (Smollan, 2013). When compiling their change plan change managers must take learning ability of individuals into consideration, as the performance ability of individuals will be affected by their rate of learning (Bailey & Raelin, 2015).

The change manager has a large deliverable in terms of the individual level of the change plan. The change manager must have knowledge on human motivation. He must be able to easily identify the key triggers of the individuals that he is working with, what will drive them towards the change, what motivating factors will work best and what types of rewards will help push them along and closer to the desired change. Using difference methods of communication suited to each individual will personalise the message and help meet the needs of the individual to understand and accept the change (Bailey & Raelin, 2015). The change manager must take each individual's mental ability into his calculation as this ability allows them to change, grow and develop (Cameron & Green, 2012). The change manager should be aware of the different behaviours and responses from individuals at different stages of the change process. He must recognise behavioural patterns and be able to link them to the different stages of the change process. The change manager should also quickly pick up behaviour associated with resistance to change. Identifying this behaviour quickly will allow him to identify the cause and address the resistance efficiently (Bailey & Raelin, 2015).

At an organisational level, effective change managers need to understand how organisational change works and the failures of organisational change (Cameron & Green, 2012). In the planning stages of change implementation an effective change manager gets a thorough understanding of the scale of change and documents the full scope of the change required. This is then taken into consideration in carrying out the change implementation, ensuring effective actions are taken at the right time of the change process to ensure change is embedded in the organisation (Lunenburg, 2010).

The managers should be able to apply one or a mix of the models and approaches to change, pooling together resources from the organisation of people who are best suited to carry out the process, ensuring they attend to their responsibilities during each step of the change process (Barratt-Pugh et al., 2013). At the organisational level, the change managers should be familiar with change approaches based on systems theory (Kotter, 2012a). Finally, the effective change managers at the organisational level of change management requires an understanding of some organisational structures and cultures (Van der Voet, 2014). If the change manager does not have a good understanding and grasp of the organisation's structure and

culture, this can cause restrictions to the change implementation (Van der Voet, 2014). The change manager should have knowledge on how to grow and develop the organisation towards agility (Van der Voet, 2014). An agile organisation is one that can rapidly change or acclimatise to changes in its external or internal environment. Change becomes entrenched in the existence of the organisation as an uninterrupted practise of revitalisation (Van der Voet, 2014).

In view of the roles of change manager at organisational level, there are seven knowledge areas that the managers should possess and apply. First, the manager should know how change initiatives vary with different approaches (Kotter, 2012b). This line of knowledge calls for an effective change management of local and narrowly-defined changes in corporate transformations. The strategy used for the change and effort used in carrying out the change must be personalised to the situation (Prosci, 2012). The second line of knowledge requires a change manager at an organisational level to know the different beliefs about organisations based on engineering, sociological, and ecological perspective. Third is knowledge about organisational culture, and knowing that the culture has the capability to hinder or promote the change process (Kuipers et al., 2013). Forth, the manager should be able to understand that the actions of managers, leaders and change agents need to be taken into consideration at each stage to facilitate effective change (Ashraf & Uddin, 2013). Fifth, the manager should prescribe one or more approaches to organisational change and should identify key people to be included in each step. Sixth, the change managers should know how the use of systems-thinking can assist in developing and embedding sustainable change implementations (Kuipers et al., 2013), encouraging feedback in each step of the process and understanding the learning ability of the organisation. Lastly, the change managers should understand the hierarchy of the organisation and be able to identify if the structure of the organisation is actually inhibiting change (Kickert, 2013). Therefore the change manager should consider the use or of alternative and parallel hierarchies to allow change to take place more freely (Kickert, 2013).

2.9. Communicating During a Change Process

According to Allen et al. (2007), one of the main outcomes of change is uncertainty and employees are not aware of how to address these. A study was carried out among 25 employees from different organisations which underwent change and the findings were that uncertainties were addressed most effectively by communication. Competence of the communicator leads to effective communication within the organisation and results in employee job satisfaction (Madlock, 2008). A positive direct relationship exists between leadership communication and job satisfaction (Erben, Schneider & Maier, 2016).

Communication of change helps employees accept change more easily and reduces resistance to change. The role managers play in communication of the change is vital in ensuring the change is more acceptable (Denisi, 2016).

In order for employees to accept communication cooperatively, employees must trust the source of communication. Honest and open communication forms a vital part of the restructure process and is critical for employees to accept change (Cascio, 2005).

When implementing strategic changes within an organisation, management must clearly communicate with all employees providing them with regular updates through the change process. This communication channel must be two ways. Companies that maintain clear open communication during the change process experience higher success in change implementation (Rafferty, Jimmieson & Armenakis, 2012).

2.10. Summary

An insightful view of the literature showed that change managers may possess a good level of understanding on the right models and theories of change. However, while employing the right change approaches in deliberating the management roles and practices, it is significant to know that there are factors that influence the success or failure of change management. There are numerous approaches to change and organisations must take into consideration their culture and stakeholder viewpoints

when selecting an approach. Successful change management encompasses change planning, setting up of defined and structured processes with transparency, leadership that is dedicated to change, informed stakeholders and a workforce that is aligned.

Based on the theories covered, the question is whether SGM can successfully carry out change management. The next chapter will cover the methodology used to understand if the organisation can implement successful change management.

CHAPTER THREE

Methodology

3.1. Introduction

There are a few researchers who have understood that improvement in the zone of strategic and organisational change is still in a developmental stage. A related issue has been the absence of mix between researches in various fields. Despite the fact that the multifaceted nature of the strategic and organisational change process infers comprehensive and incorporated ideas, these have not yet been created. The study finds the change management and its results in Sturrock Grindrod Maritime (Pty) Ltd (SGM).

This chapter describes the methodology used in carrying out the survey. The chapter begins by looking at the research design, sampling strategies and information gathering techniques used. Thereafter the questionnaire selection and design together with analysis and interpretation of data and statistical tools are covered. The chapter then explains the researcher's validity and reliability of the survey tool used. The discussion concludes with ethical considerations and a summary.

3.2. Research Design

According to Williams (2007), quantitative research is the process of collecting, analysing, interpreting and writing the outcome of the study. Qualitative research is the approach to collecting data, analysis of the data and the writing of a report, which differs from the quantitative approaches. In order to successfully address the research problem, the various parts of the research must be assimilated in a rational and logical

manner and the strategy chosen to achieve this is the research design. This study applies a quantitative research approach. This examination follows the descriptive research outline since it takes after the survey technique. As per researchers, Kirsch's (1992) descriptive examination includes the entire thing that can be figured or numbered.

3.3. Study Setting

The study was conducted in Durban and included employees from port offices in Durban, Cape Town, Richards Bay, East London, Saldanha Bay and Port Elizabeth.

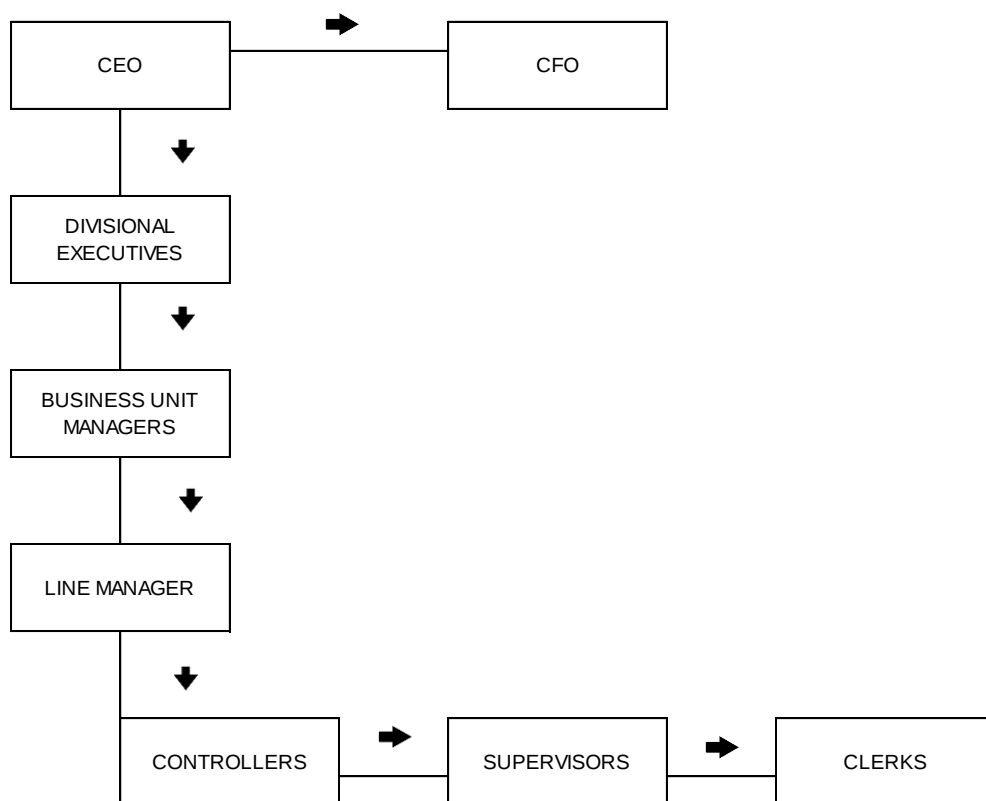


Figure 3.1 Basic Organogram of Sturrock Grindrod Maritime Divisions

Source: Sturrock Grindrod Maritime Intranet [Online]

Available at: <https://sharepoint.sturrockgrindrod.com/SGMLIBRARY>

The above organogram reflects the basic managerial structure of the business divisions within SGM. The questionnaire was directed to 323 South African employees and 140 employees participated.

3.4. Sampling Techniques

There are two groups of sampling techniques, probability samples and non-probability samples. With probability samples, each element's chance of being chosen within the population is known and with non-probability samples the chances of an element being chosen is unknown. Non-probability testing has two advantages over probability testing, cost and convenience. Probability testing however allows one to estimate the extent to which sample statistics are expected to deviate from the population parameters (Paneerselvam, 2004).

3.4.1 Non-Probability Sampling

There are two main types of non-probability sampling (Sekaran & Bougie, 2013):

Voluntary Sample: The sample is made up of people who chose to participate in the study as they most likely have a strong interest in the subject matter.

Convenience Sample: The sample is made up of people who are easily assessable to the researcher and the topic.

3.4.2 Probability Sampling

Main types of probability sampling are (Sekaran & Bougie, 2013):

Simple Random Sampling: A large population is ideal for this sampling method and a sample is chosen from the population allowing each individual within the population an equal chance of being chosen.

Stratified Sampling: Due to different characteristics the population is divided into groups and a random sample is chosen from within each group.

Cluster Sampling: Each member of the population is assigned to one group/cluster only and a sample of clusters is chosen using the simple random sampling method.

Multistage Sampling: At each stage a different sampling method is used.

Systematic Random Sampling: From the full population an order is used to select the sample.

Random sampling strategy was used in this study and respondents from SGM were chosen. The population size at the firm is 323 employees and the sample size was 140. A close-ended questionnaire was used for the study to collect the data.

3.5. Data Collection Method

Information gathering is the collecting of the data that is arranged by the researcher. Information gathering is the heart of any examination. As indicated by Kent (1999), there are two sources of information accumulation and they are primary information gathering and secondary information gathering. The fundamental varieties between the primary and the secondary sources are that the primary information will be assembled by the examiner and will be utilised for research purposes. The secondary information is gathered from the different locales and sources to pick up the establishment of the subject chosen.

Primary information was gathered by the researcher using a survey. The researcher used the quantitative method of survey research for this research.

3.6. Questionnaire Selection & Design

The survey instrument used to collect data for the research was a questionnaire (Appendix 3). The questionnaire consisted of two parts:

Part A – Personal and general information pertinent to the study.

Part B – Simple and easy to follow direct questions.

The Likert Scale was used in Part B of the questionnaire (strongly agree, agree, strongly disagree, disagree). The method will require the respondent to either make a decision for or against the questions asked. The questionnaire was adopted by the researcher and was based on previous research carried out on change management within a company (Chetty, 2006).

3.7. Questionnaire Administration

The questionnaire was captured on software Questionpro. This method made for easy distribution of the link to the questionnaire via email. The link to the questionnaire was sent to all SGM employees in South African port offices. The cover page indicated the reason for the research, voluntary participation and anonymity. Participants could answer the questions at their convenience and withdraw at any time. Participants were told the average time it would take to complete the questionnaire. The researcher's contact details were made available for any questions or clarity required.

The link to the questionnaire was sent out on 12th May 2016 and a reminder sent on the 19th May 2016. Responses were monitored daily from the 20th May 2016 and were closed a week later after no further responses were received.

3.8. Analysis and Interpretation of Data

In order to complete the research, the data collected from the survey carried out needed to be analysed in order to test the hypothesis and thereby answer the research questions. Data analysis brings meaning to the data collected, the process places the data in a structured manner so it can be interpreted and relationships can be identified. Numerical information in a natural structure convey little, intending to a hefty portion of the group; in this manner, this data is required to be taken care of with specific systems like diagrams, charts and insights that require investigating, explaining and assessing regarding the associations and societies in the data (Saunders, Lewis & Thornhill, 2003). For the study the statistical tool used to analyse the survey results is the chi-square test and SPSS software was used to perform the analysis.

3.9. Strategies for Validating Findings

Validity and reliability are the two parameters used to focus on the numerical study in any research process.

Reliability is the degree to which the judgment is self-administering of inadvertent circumstances of the study (Silverman, 2004). It is exceptionally vital in the numerical research to demonstrate that the investigator has gathered the data dependably. The researcher must ensure about the reliability checks in this study. In order to test reliability the questionnaire could be administered a second time around to the same group of respondents however the risk exists that people's opinions will change. For this research a Pearson correlation test was applied by using SPSS.

Kolb (2008) says that an estimation scale which circulates stable results to the degree is called the validity. Validity is the quality and soundness of the study. It is characterised by the method of the accumulation of the literary works audits for the study as a base. The investigator keeps up validity by guaranteeing that the inquiries in poll are correlated to the points and targets of the examination and writing audit.

3.10. Ethical Considerations

Morals are the arrangement of good standards and tenets by the investigator in any examination. Morals express to the researcher the principles and guidelines to take after amid the examination time frame. Researchers face numerous moral circumstances in each progression of the examination procedure (Houser, 2008). The researcher in this study has attempted to be moral all through the study time frame. The researcher received an earlier authorisation from the head of HR, Dr René Nel who oversees change management in the organisations and how the employees face this. Data collected will be kept confidentially for a period of five years.

Ethical clearance was applied for from the University of Kwazulu-Natal, Humanities and Social Sciences Research Ethics Committee. Ethical clearance was granted on 18th April 2016 (Protocol reference number: HSS/0349/016M) (Appendix 2). The university's code of conduct for research was followed.

3.11. Summary

This chapter explained the methodology that will be used in carrying out the survey. The investigation is a quantitative one and it follows the positivism method as the research paradigm. Random sampling method was used to avoid bias. The design used is the descriptive design. The target firm is SGM with a population of 323 employees, and the sample size is 140 employees from the firm. Data will be collected using a questionnaire that will be emailed to the employees directly. The Likert Scale will be used in the questionnaire (strongly agree, agree, strongly disagree, and disagree). The questions asked in the questionnaire were planned in line with the research objectives. The questionnaire was tested before circulation, and was then distributed via an email link to QuestionPro. The outcome of the survey was analysed using applicable software Microsoft Word, Microsoft Excel and SPSS.

Chapter four presents the data received from the survey carried out and an analysis thereof.

CHAPTER FOUR

Presentation and Analysis of Results

4.1. Introduction

Data collected from the survey carried out has to be sorted and cleaned up in order to be presented in a meaningful manner from which data exploration can then take place. When the data is interpreted it will contain valuable input related to research objectives and goals.

Firstly the data analysis plan will be presented. In this chapter results from the survey carried out will be presented. The outcome from participation of employees of Sturrock Grindrod Maritime (SGM) will be presented. Finally the chi-square test will be performed and the results discussed.

4.2. Outcome of the Survey Participation – Participation Statistics

The questionnaire was distributed to employees via email link to QuestionPro software. Respondents took a period of nine days to complete the survey. Participation statistics are found in the below table.

Table 4.1 Participation Statistics

	Count
Number of individuals invited to participate in the survey	323

Number of participants that viewed the questionnaire	188
Number of participants that started the questionnaire	161
Number of participants that completed that questionnaire	140
Participation rate	43%
Completion rate	86.96%
Drop outs (after starting)	21
Average time to complete questionnaire	5 minutes

4.3. Hypothesis for the Study

Four hypotheses tested for the study:

- (i) H0A: The employees were not involved in the process of organisational change.
H1A: The employees were involved in the process of organisational change.
- (ii) H0B: The management does not inspire the employees towards organisational change.
H1B: The management inspires the employees towards organisational change.
- (iii) H0C: The management does not put emphasis on employee satisfaction when implementing organisational changes.

H1C: The management puts emphasis on employee satisfaction when implementing organisational changes.

(iv) H0D: The change in the organisation has a negative effect on the employees.

H1D: The change in the organisation has a positive effect on the employees.

H0A, H0B, H0C, H0D– All null hypothesis to be accepted

4.4. Data Presentation

4.4.1 Part A - Personal and general information pertinent to the study

Results had shown that a third (31%) of the respondents were from Sturrock Grindrod Maritime Non-Liner and Sturrock Grindrod Marine Tech respectively.

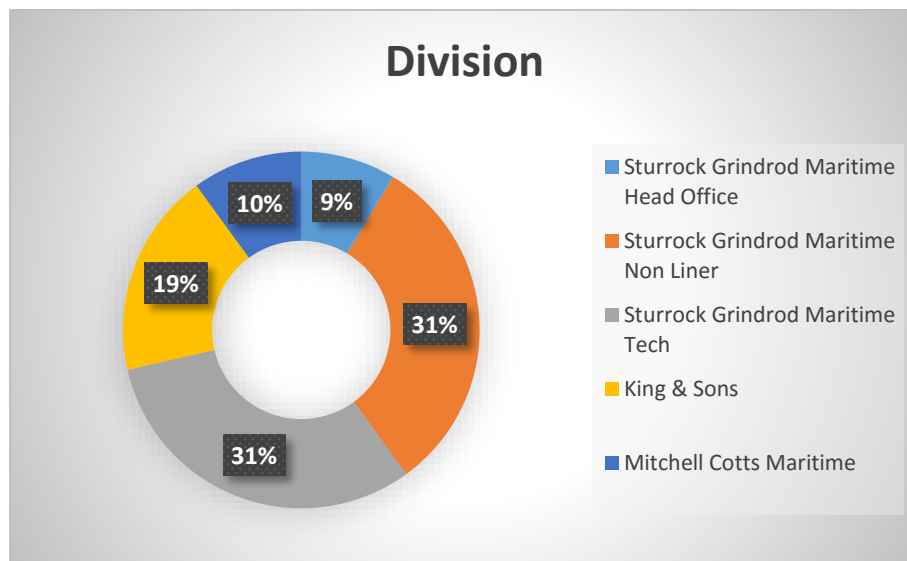


Figure 4.1 Distribution of participants in divisions

Results have shown that more than half (61%) of the respondents were males.

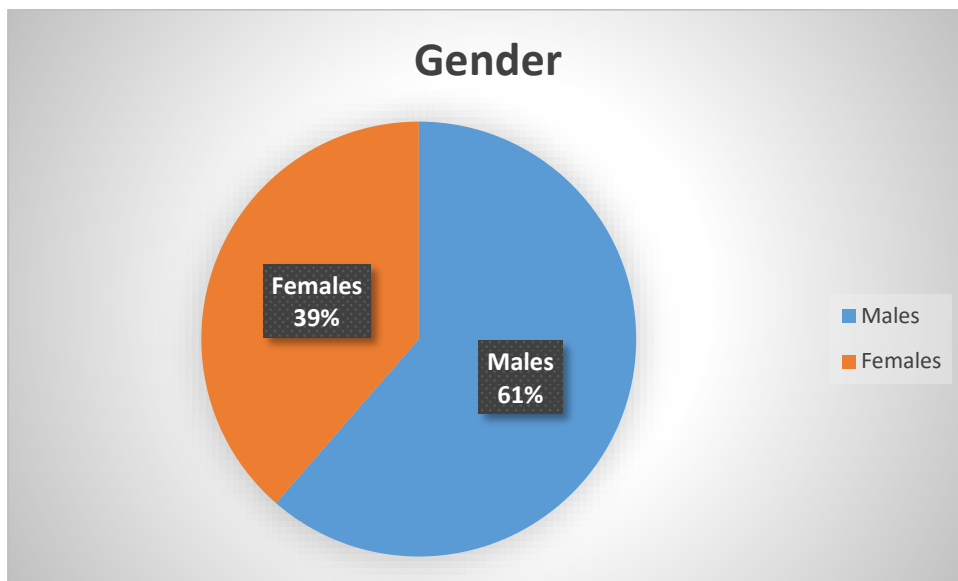


Figure 4.2 Distribution of gender of respondents

Results had shown that majority of respondents (34%) were aged between 35 and 50 years.

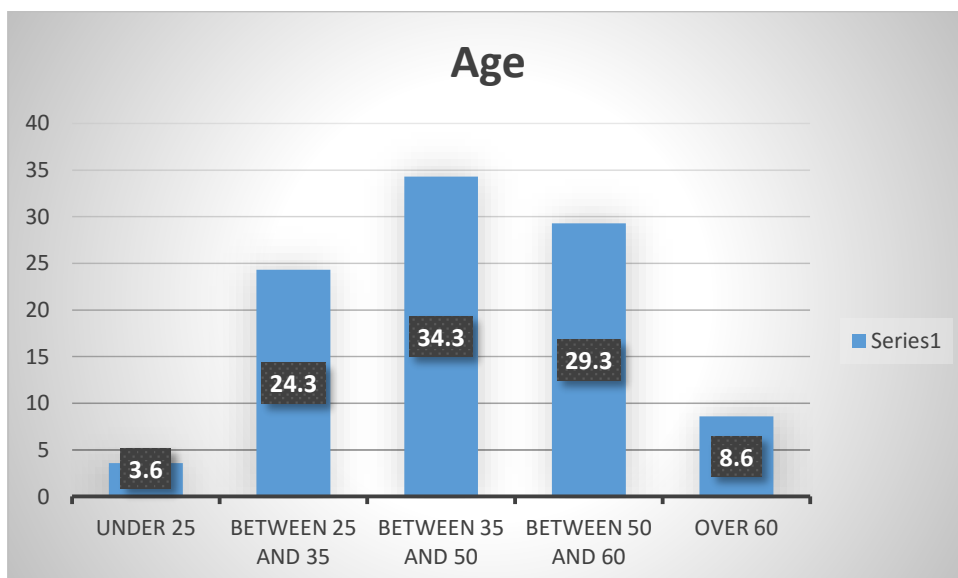


Figure 4.3 Distribution of age of respondents

Results had shown that less than half (44%) of the respondents had length of service that was between five and 10 years.

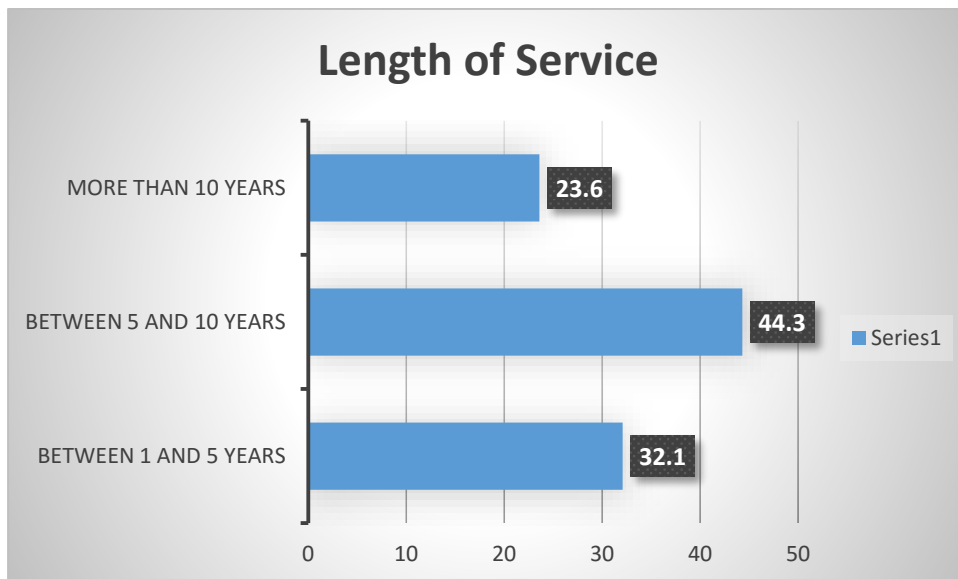


Figure 4.4 Distribution of length of service of respondents

Results had shown that about 27% of the respondents were from task grade of 9 – 13 (technically skilled).

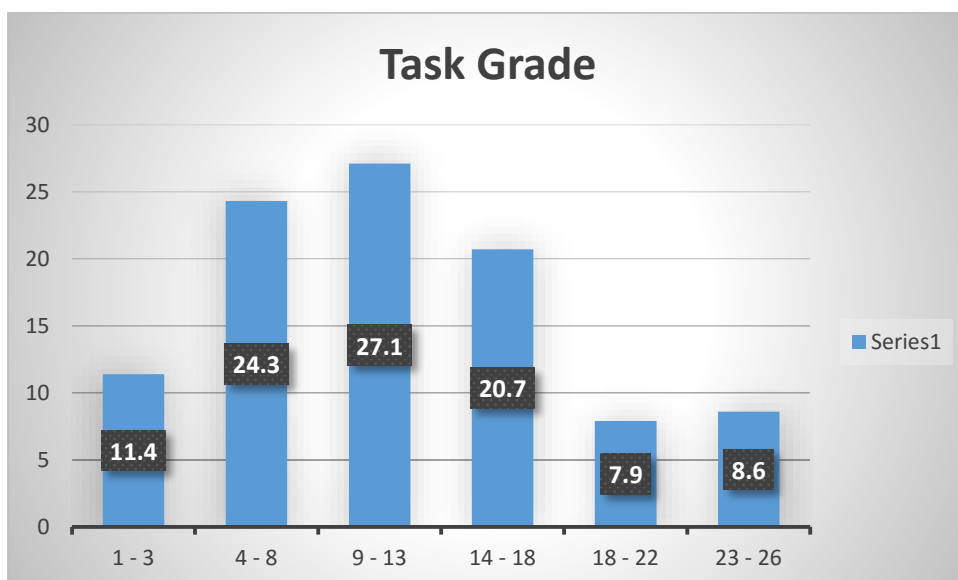


Figure 4.5 Distribution of task grade of respondents

Results had shown that a third (34%) of the respondents were educated up to degree level.

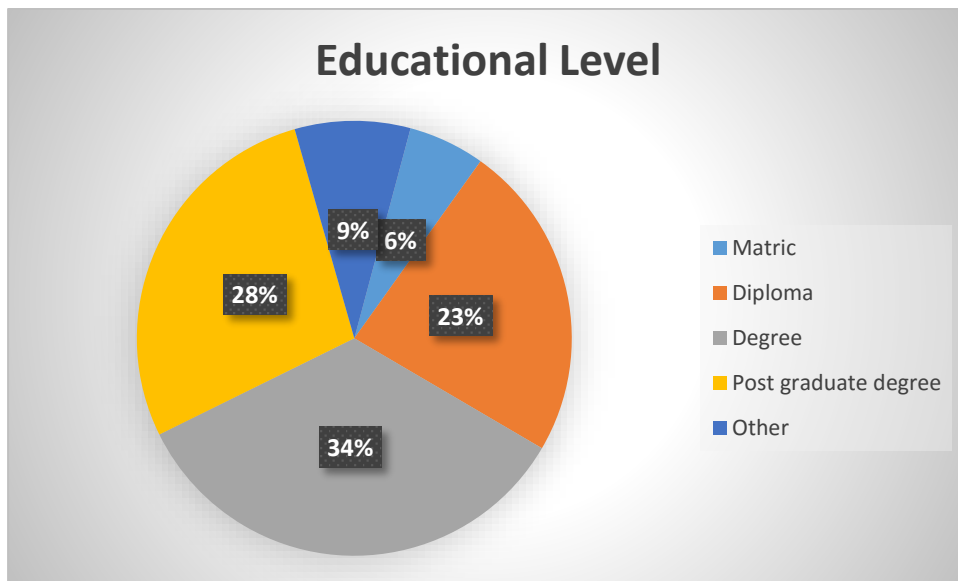


Figure 4.6 Distribution of educational level of respondents

4.4.2 Part B – Direct Questions

4.4.2.1 Objective 1: To Evaluate the Current Change Management Processes within Sturrock Grindrod Maritime (Pty) Ltd

Questions asked were in accordance with the theme related to employee involvement leading to acceptance of change and its success.

The bar chart presents that about 71.4% of the respondents agreed that they were notified of changes affecting their company.

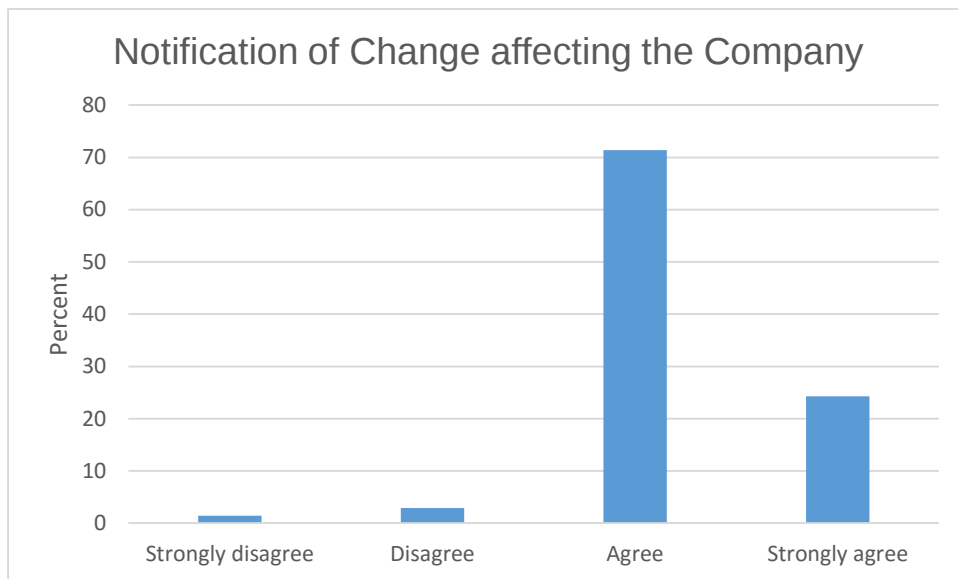


Figure 4.7 Notification of change affecting the company

The bar chart presents that about 77.1% of the respondents agreed that they were notified of changes affecting their division.

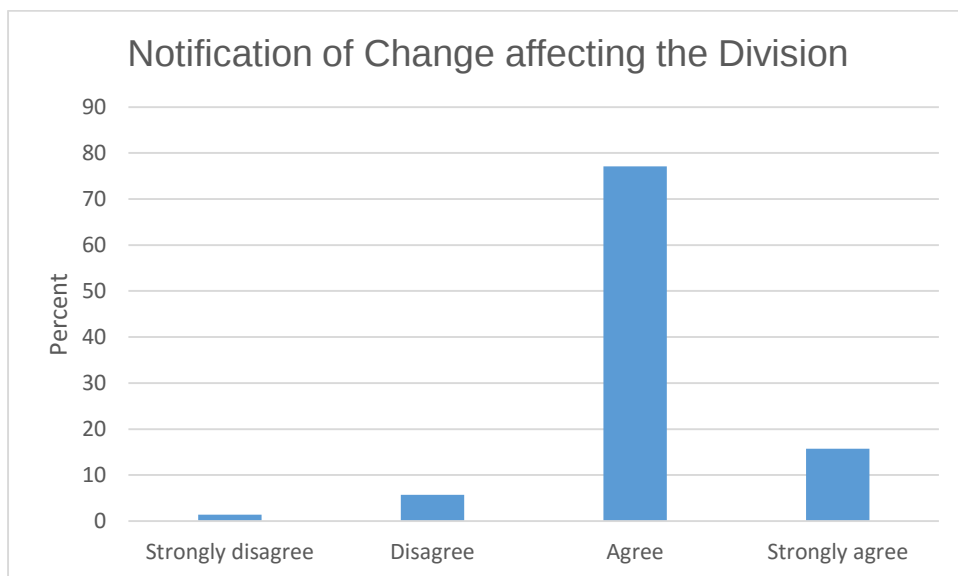


Figure 4.8 Notification of change affecting the division

The bar chart presents that about 62.9% of the respondents agreed that they were notified of changes affecting their department.

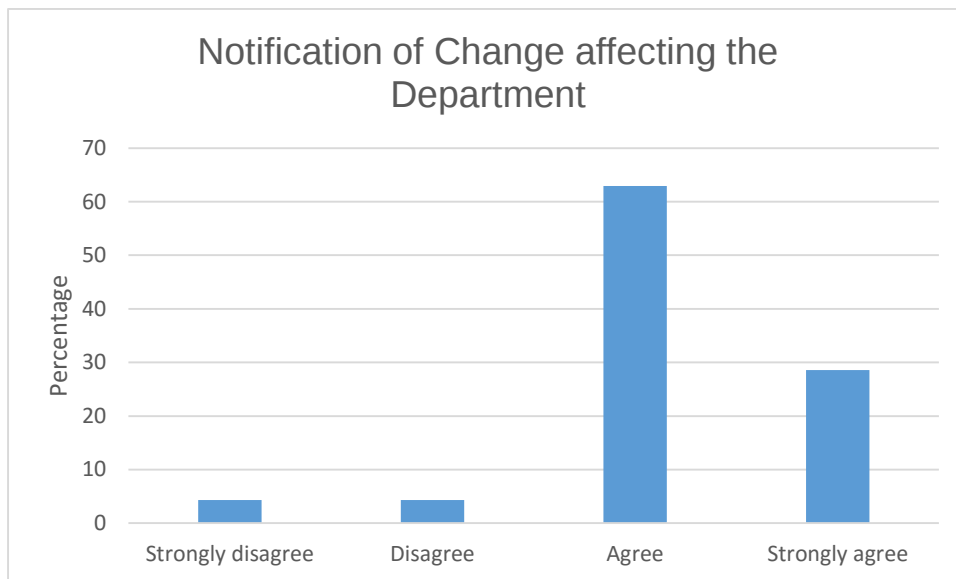


Figure 4.9 Notification of change affecting the department

The bar chart presents that about 64.3% of the respondents agreed that they were notified of changes affecting their job.

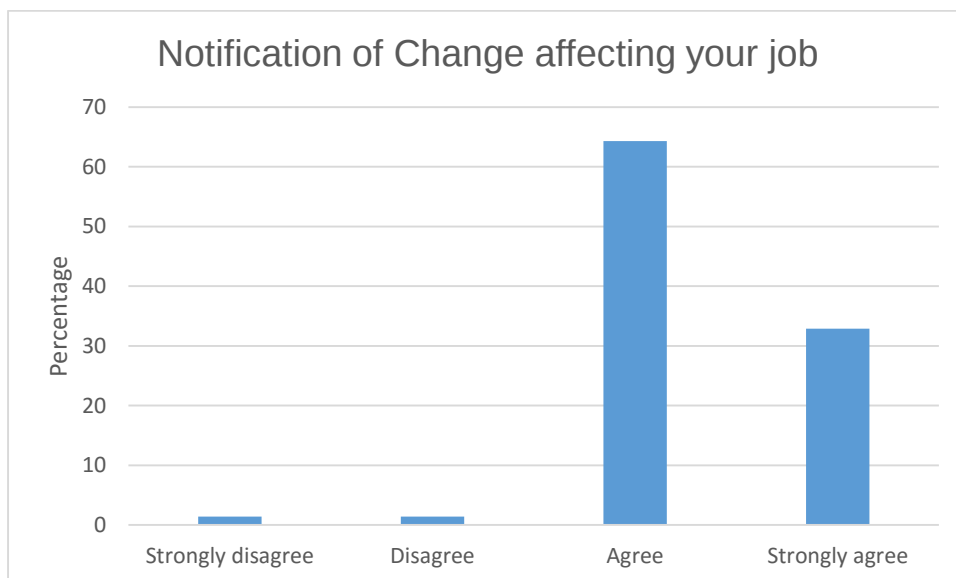


Figure 4.10 Notification of change affecting your job

The bar chart presents that about 27.1% of the respondents strongly agreed that they were involved in meetings dealing with change implementation and the equal percentage (27.1%) strongly disagreed.

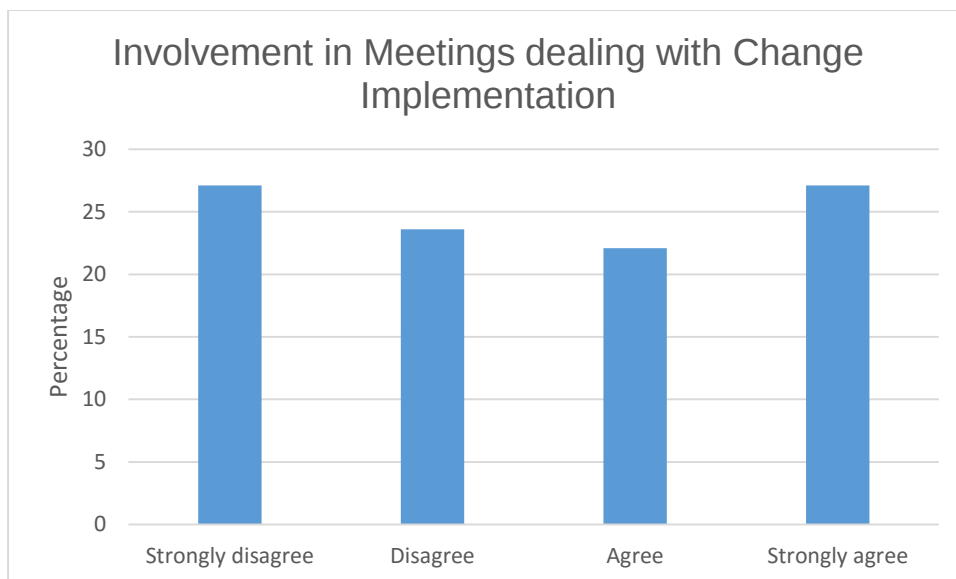


Figure 4.11 Involvement of respondents in meetings dealing with change implementation

The bar chart presents that about 55.0% of the respondents agreed that they were made aware on how the change would affect their job.

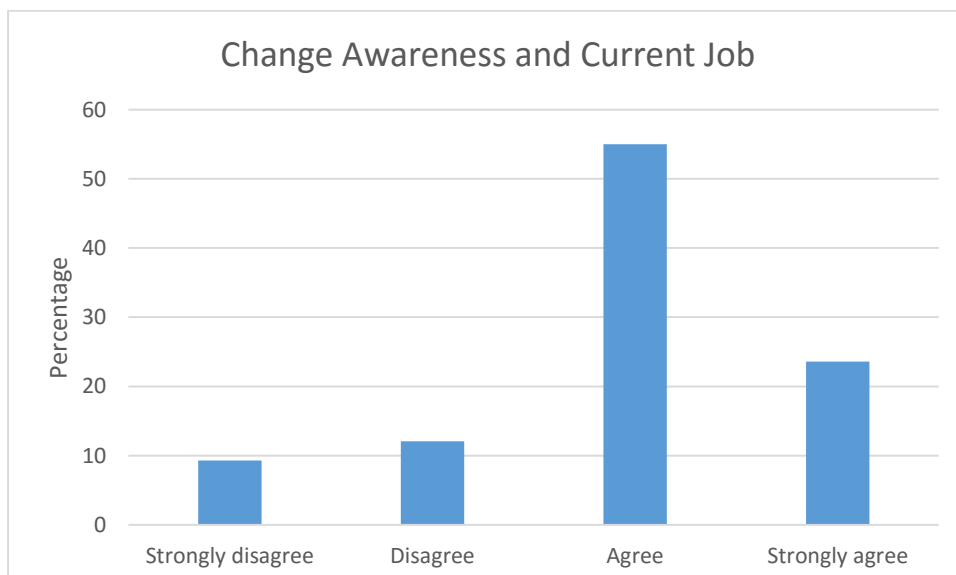


Figure 4.12 Respondents' awareness of change effect on their current jobs

4.4.2.2 Objective 2: To Investigate the Ability if Senior Managers of Sturrock Grindrod Maritime (Pty) Ltd to Implement Change in the Company

Questions asked were in accordance with the theme related to management's ability to inspire employees towards change as this is fundamental to the success of change management and the ability to use effective tools to help employees accept change, hence enhancing employee satisfaction.

The bar chart presents that about 60.0% of the respondents agreed that they are aware of the reason for change.

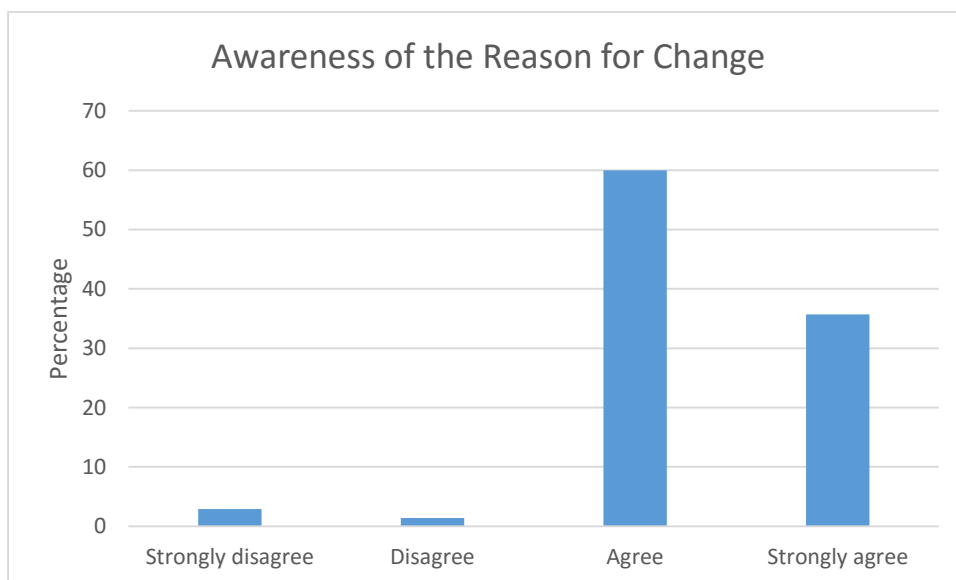


Figure 4.13 Respondents' awareness of the reason for change

The bar chart presents that about 75.7% of the respondents agreed that given the opportunity they would seek alternate employment.

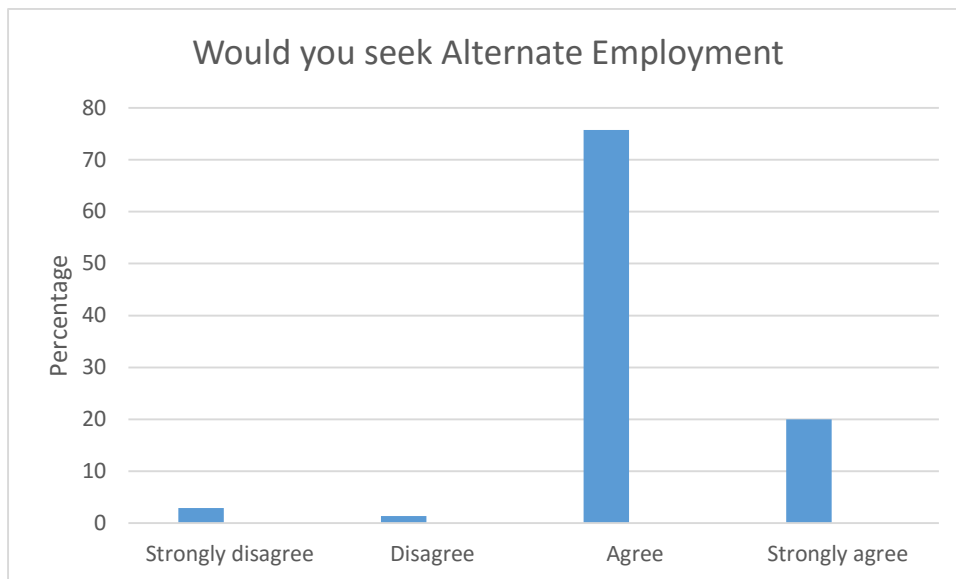


Figure 4.14 Respondents who would seek alternate employment if given the opportunity

The bar chart presents that about 55.0% of the respondents agreed that their manager clearly advised why change was taking place and what the expected outcome was.

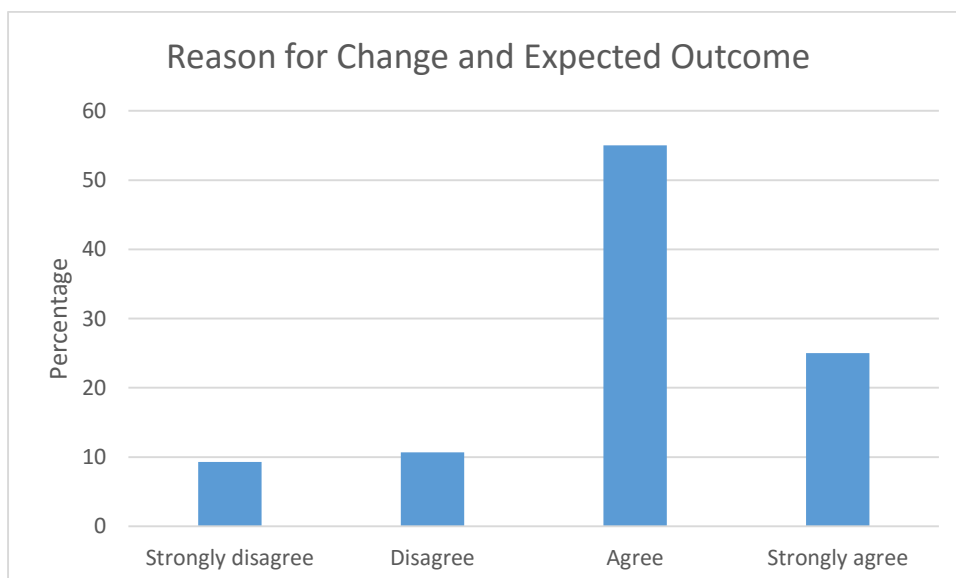


Figure 4.15 Management clearly advising reason for change and expected outcome

The bar chart presents that about 51.4% of the respondents agreed that they had an opportunity to raise their concerns.

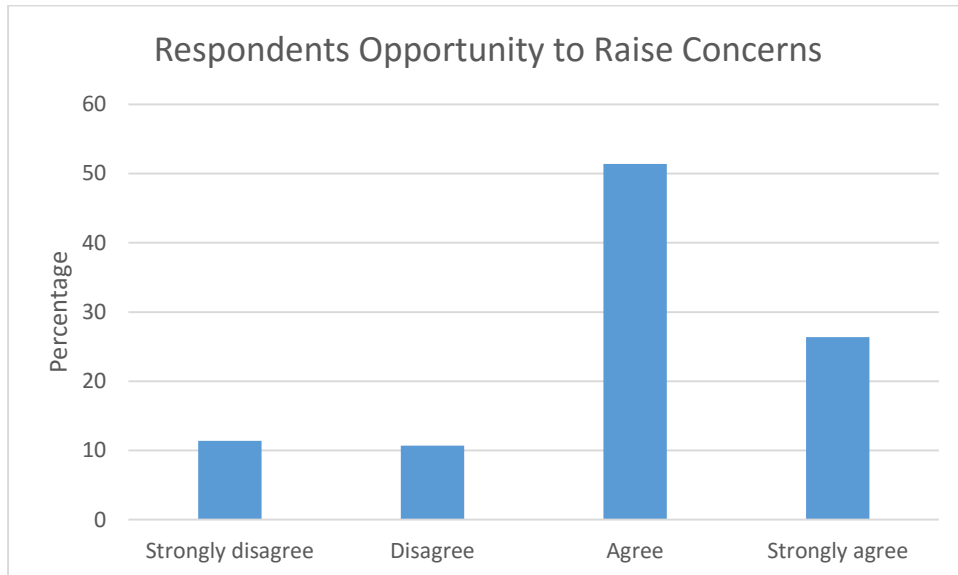


Figure 4.16 Respondents had an opportunity to raise their concerns

The bar chart presents that about 51.4% of the respondents agreed that their concerns were addressed to their satisfaction.

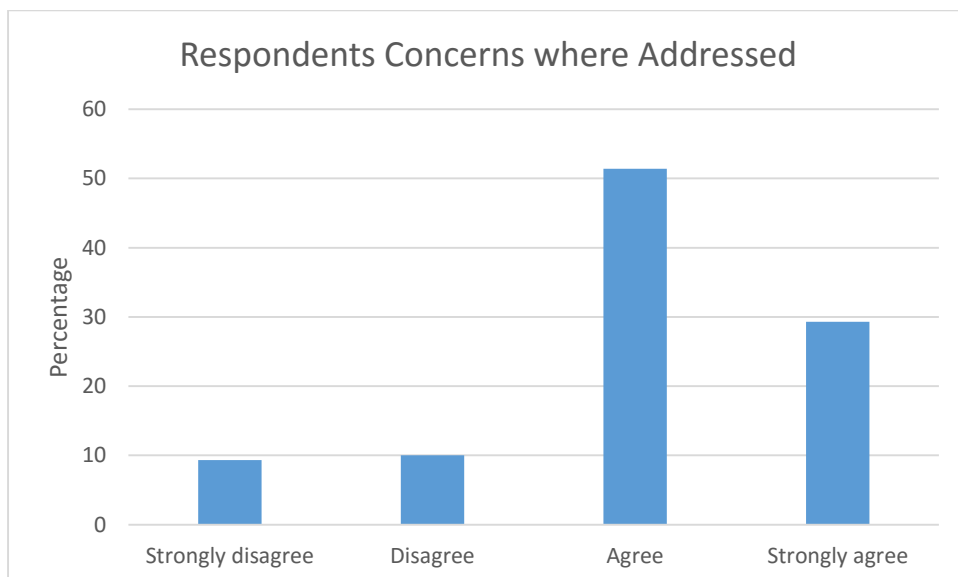


Figure 4.17 Respondents' concerns were addressed to their satisfaction

The bar chart presents that about 30.0% of the respondents agreed that management and leadership inspired them towards the change, and exactly the same percentage of respondents strongly agreed.

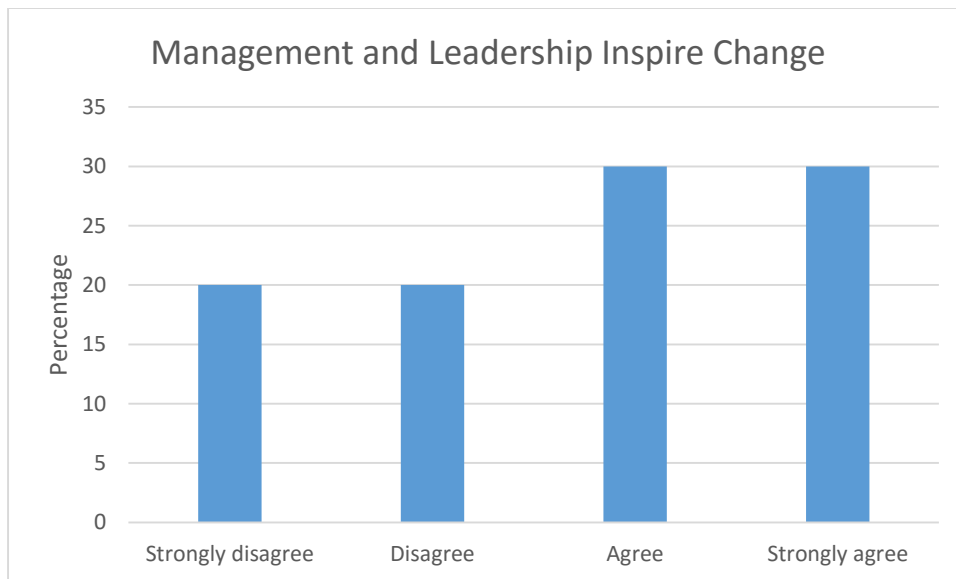


Figure 4.18 Management and leadership’s ability to inspire respondents towards change

The bar chart presents that about 49.3% of the respondents agreed that they understand the need for constant change.

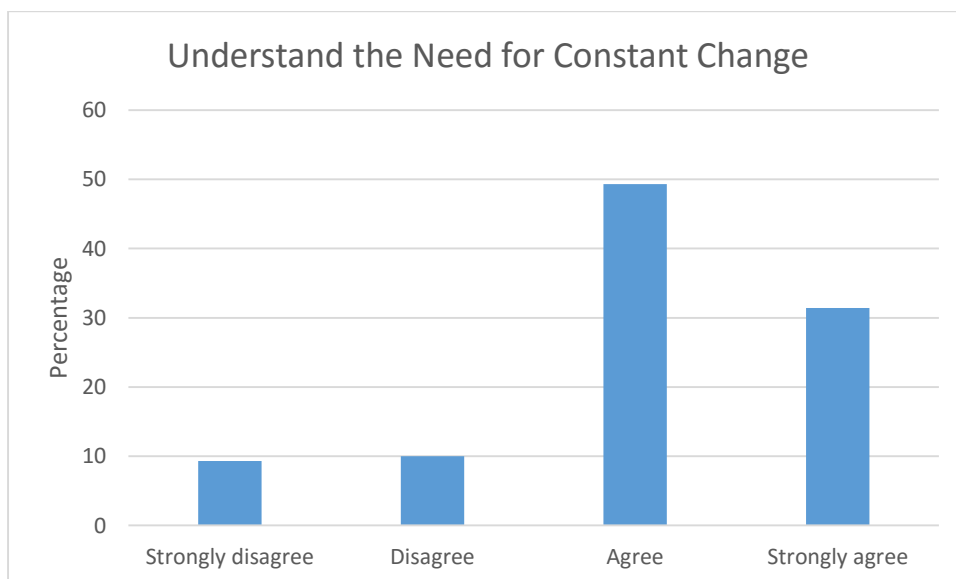


Figure 4.19 Respondents understand the need for constant change

The bar chart presents that about 50.0% of the respondents agreed that management presented a vision and strategy for the company in terms of the restructure.

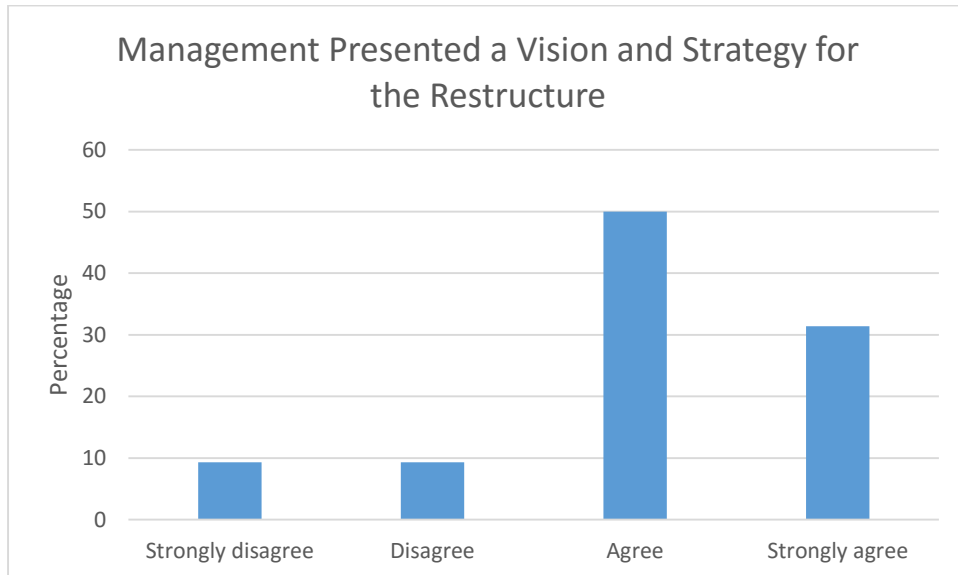


Figure 4.20 Management presented a vision and strategy for the company in terms of the restructure

The bar chart presents that about 54.3% of the respondents agreed that the change approach was in line with the culture of the organisation.

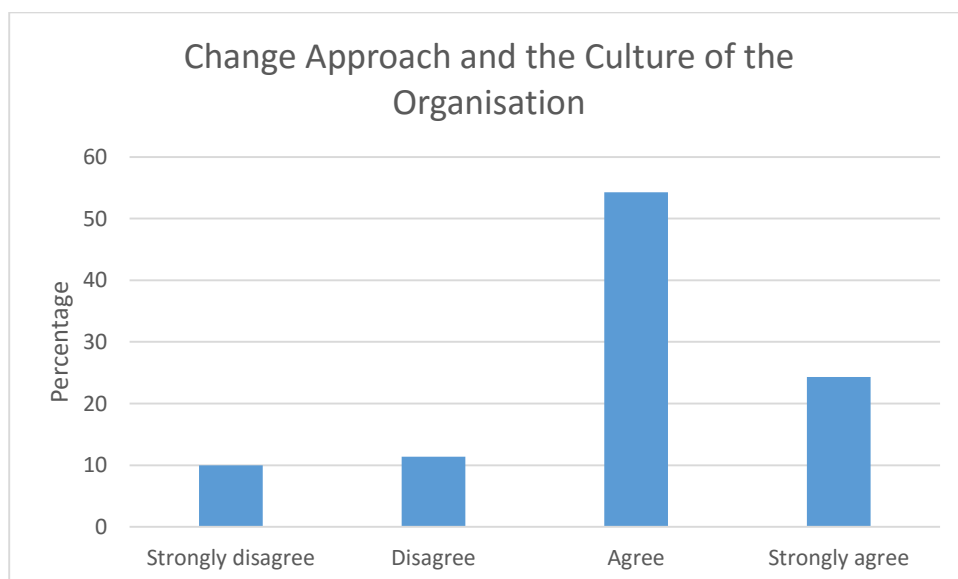


Figure 4.21 Change approach is in line with the culture of the organisation

The bar chart presents that about 52.9% of the respondents agreed that they received feedback from management after the restructure.

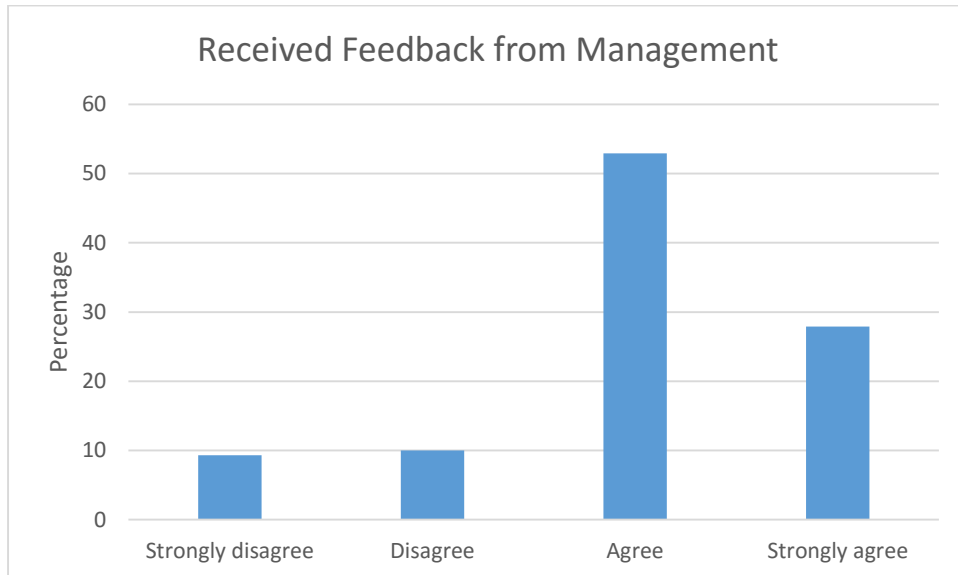


Figure 4.22 Respondents received feedback from management after the restructure

The bar chart presents that about 27.9% of the respondents agreed that there was management emphasis on employee satisfaction within their division.

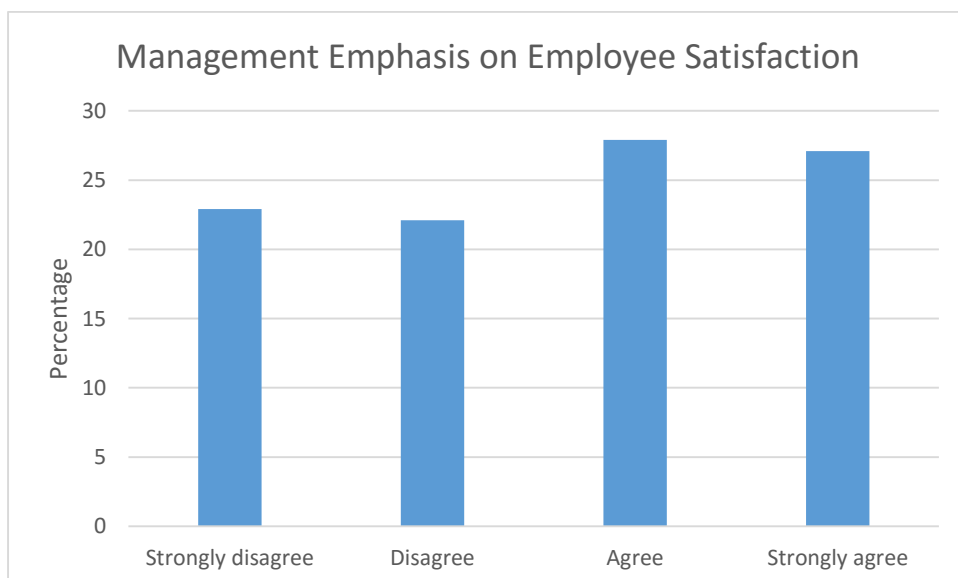


Figure 4.23 Respondents agreed that management emphasised employees' satisfaction

The bar chart presents that about 51.4% of the respondents agreed that they do not mind working overtime when required.

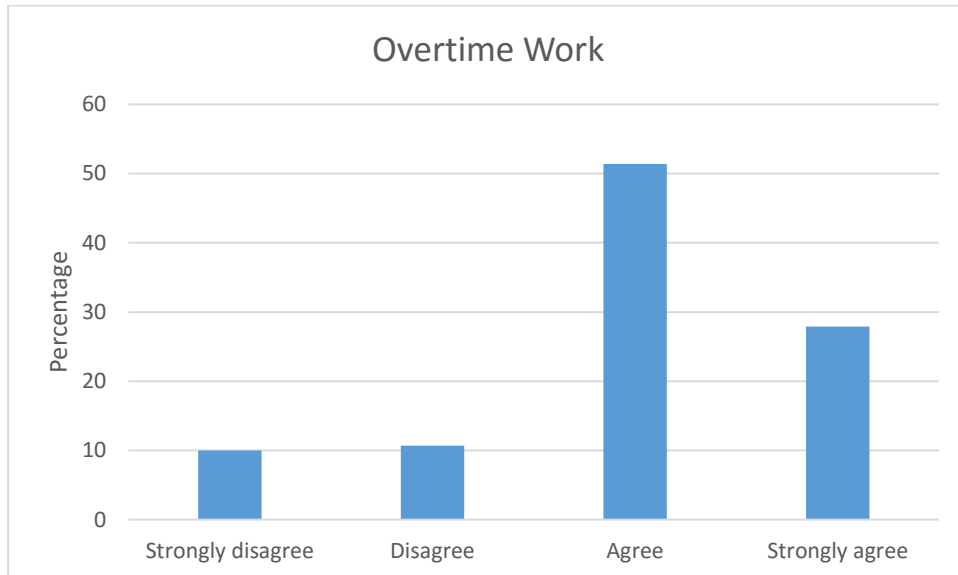


Figure 4.24 Respondents' agreement to working overtime

The bar chart presents that about 48.6% of the respondents agreed that they are proud of their company.

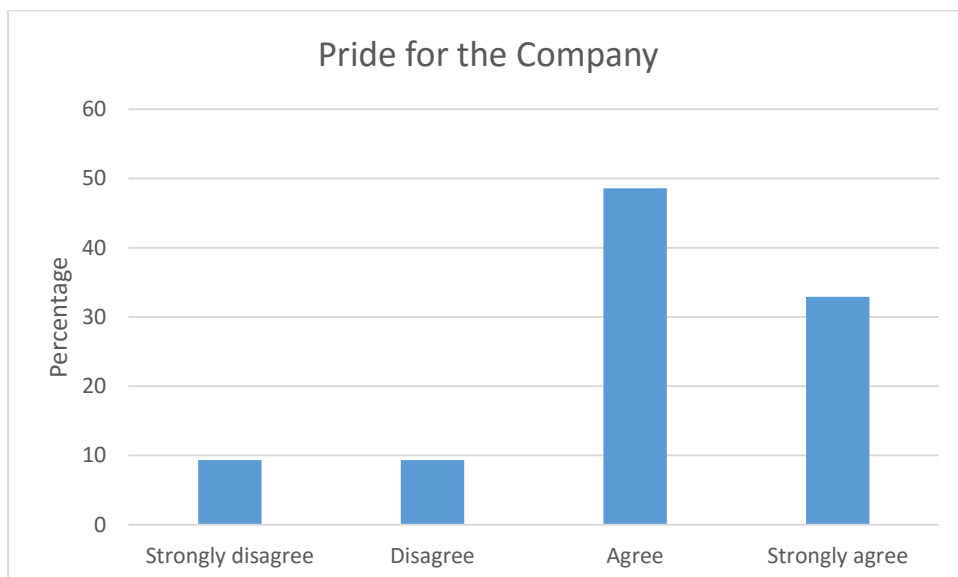


Figure 4.25 Respondents are proud of their company

4.4.2.3 Objective 3: To Establish Change Management Strategies Used in Sturrock Grindrod Maritime (Pty) Ltd to Effectively Implement Change

Questions asked were in accordance with the theme related to management's ability to use effective and clear communication which is crucial for change management to have a positive effect on employees.

The bar chart presents that about 68.6% of the respondents agreed that the change impacted negatively on their morale.

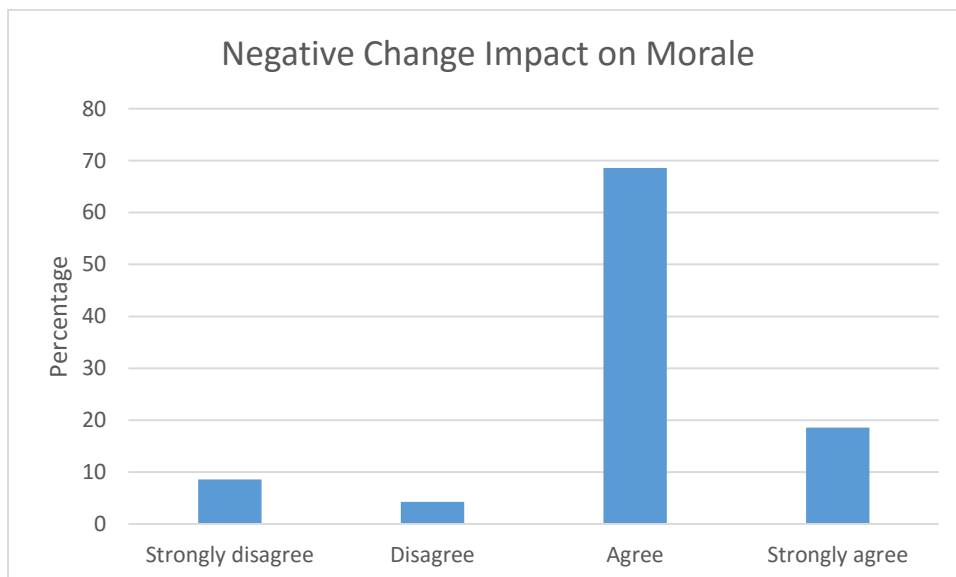


Figure 4.26 Respondents' agreement that change impacted negatively on their morale

The bar chart presents that about 31.4% of the respondents strongly agreed that restructuring within SGM has had a positive effect.

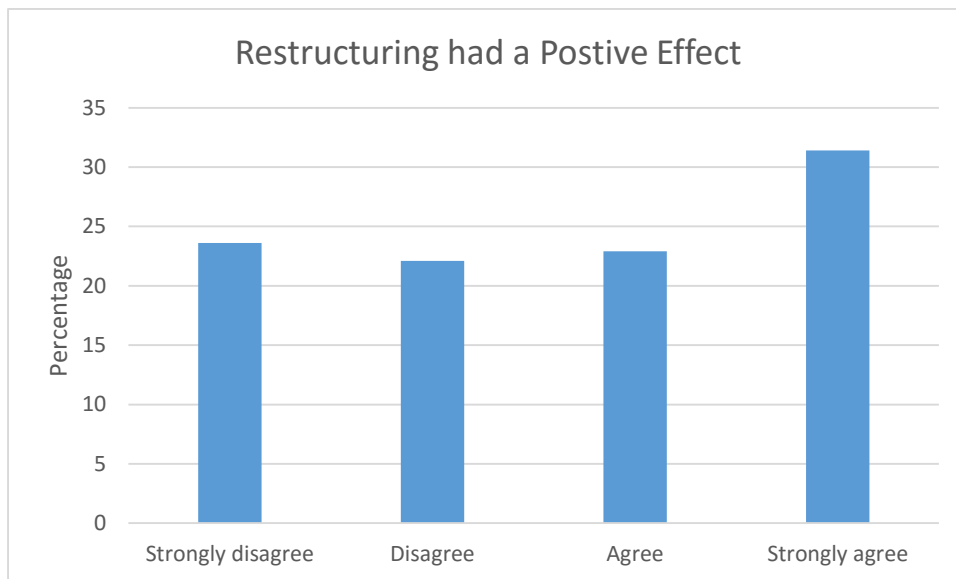


Figure 4.27 Respondents agreement with restructuring having a positive effect

The bar chart presents that about 50.7% of the respondents agreed that they noticed resistance to change from colleagues around them.

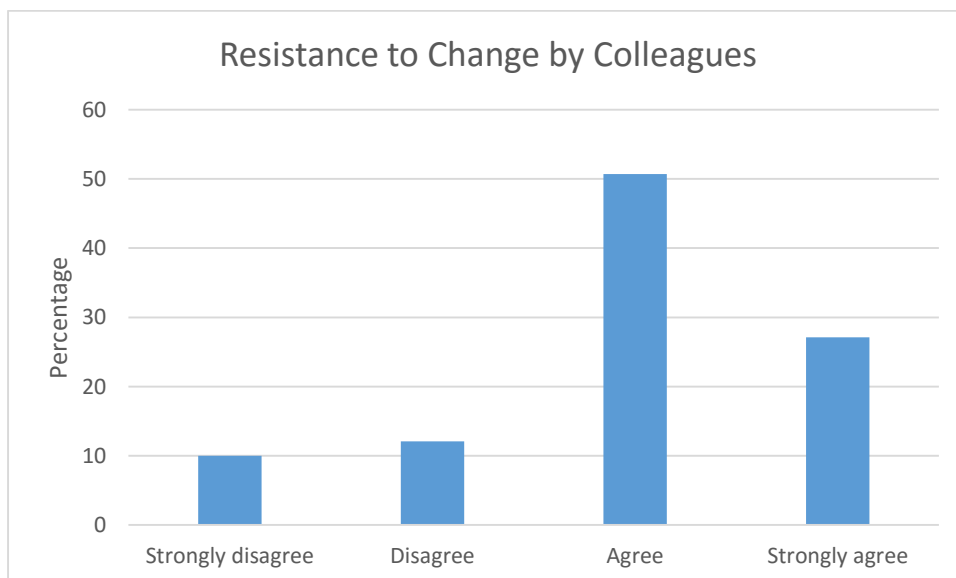


Figure 4.28 Respondents notice resistance to change from colleagues

The bar chart presents that about 55.7% of the respondents agreed that change leads to improvement.

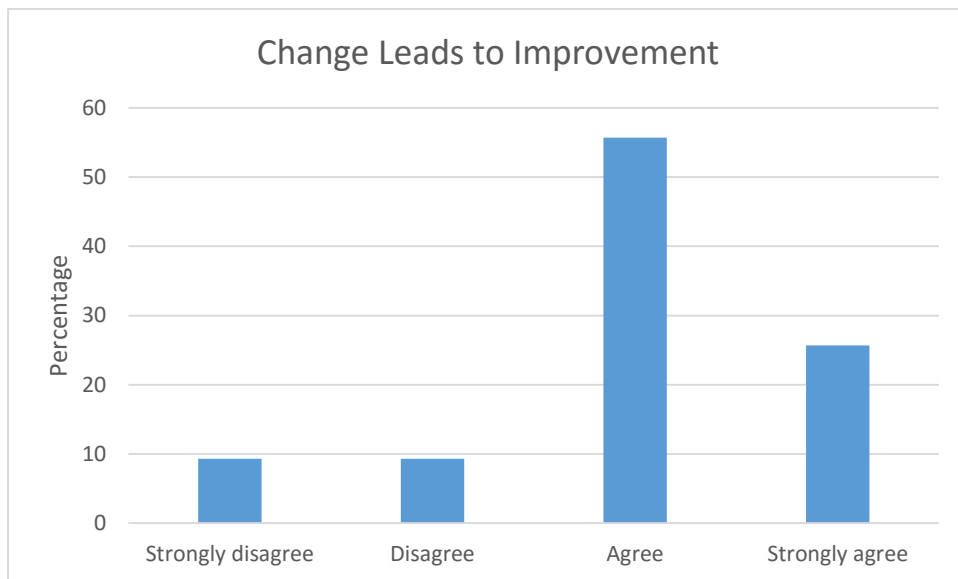


Figure 4.29 Respondents' agreement that change leads to improvement

The bar chart presents that about 53.6% of the respondents agreed that restructure/change was successful.

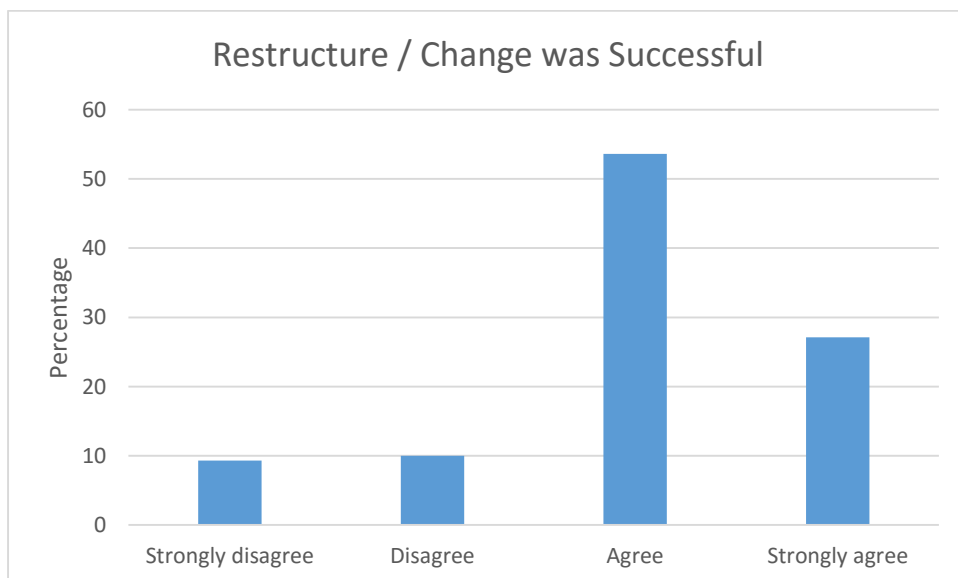


Figure 4.30 Respondents' agreement that the restructure/change was successful

The bar chart shows about 62.9% of the respondents agreed that they look forward to going to work daily.

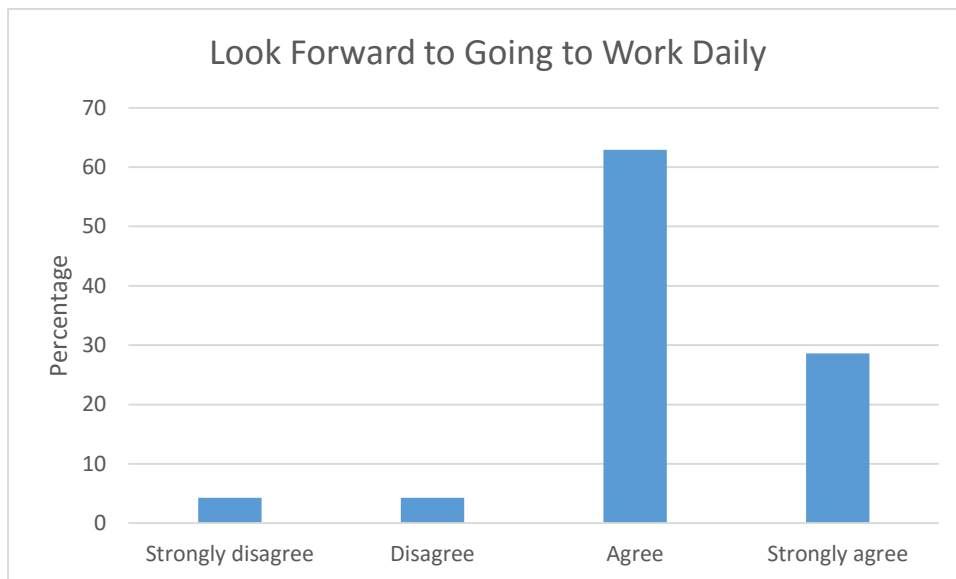


Figure 4.31 Respondents look forward to going to work daily

The bar chart presents that about 52.1% of the respondents agreed that if they had the choice of attending team building or staying at home, they would probably stay at home.

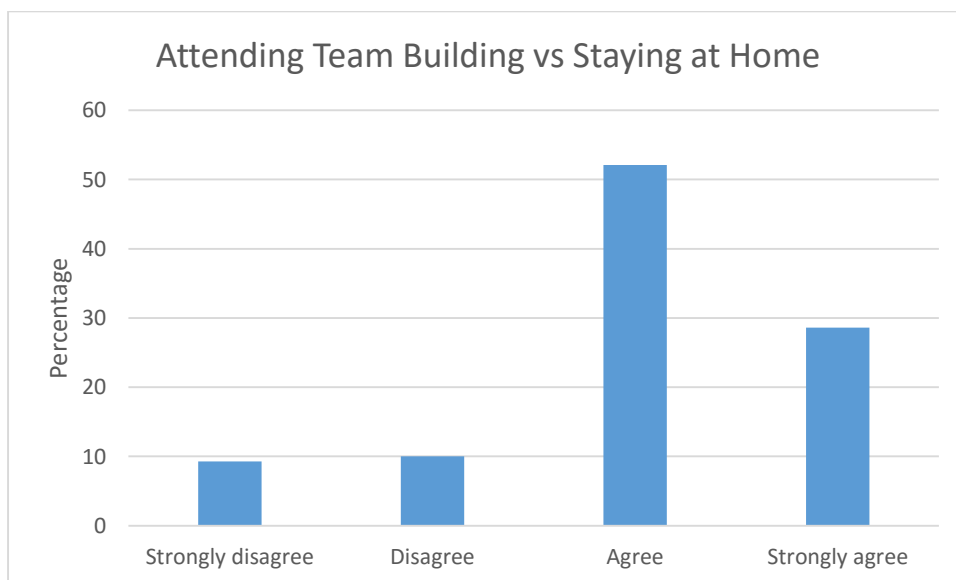


Figure 4.32 Respondents would rather stay at home than attend work team building

The bar chart presents that about 52.9% of the respondents agreed that they do only what their job requires them to do.

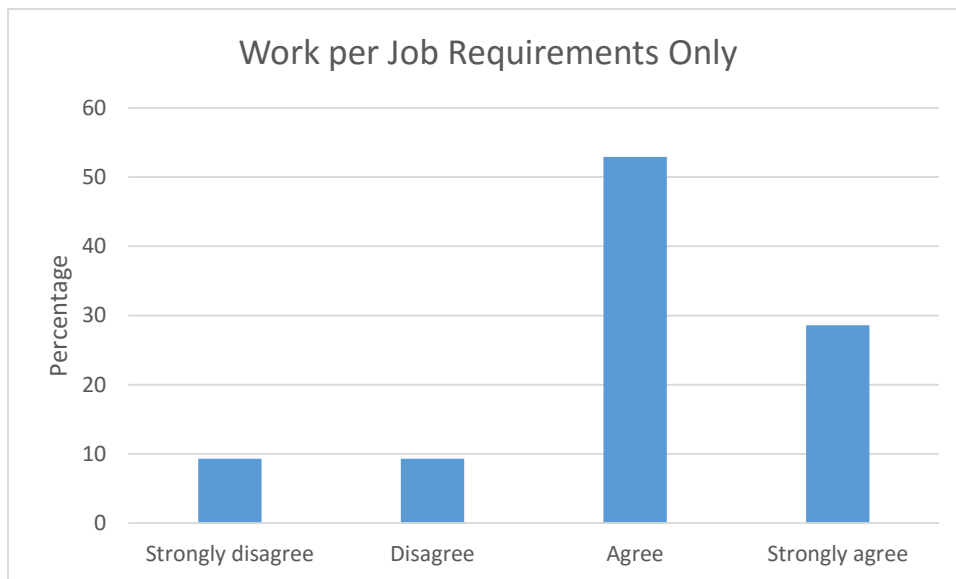


Figure 4.33 Respondents will only do what their job requires them to do

4.5. Testing of the Hypotheses

Hypothesis

- (i) H0A: The employees were not involved in the process of organisational changes.
H1A: The employees were involved in the process of organisational changes.

A chi-square test was conducted on hypothesis (i) using SPSS.

Question: Were you involved in meetings dealing with change implementation?

Results

	Observed N	Expected N	Residual	Chi - Squared	Asymp. Sig.
Strongly disagree	38	35	3	1.086 ^a	0.781
Disagree	33	35	-2		
Agree	31	35	-4		
Strongly agree	38	35	3		
Total	140				

From the table above, the chi-square test statistic was 1.086 and its corresponding p value was 0.781 > 0.05. Since the p value is more than 0.05, we can conclude that the employees were not involved in the process of organisational changes. Hence null hypothesis can be accepted and alternate hypotheses can be rejected.

Hypothesis

(ii) H0B: The management does not inspire the employees towards organisational changes.

H1B: The management inspires the employees towards organisational changes.

A chi-square test was conducted on hypothesis (ii) using SPSS.

Question: Management and leadership inspired me towards the change.

Results

	Observed N	Expected N	Residual	Chi - Squared	Asymp. Sig.
Strongly disagree	28	35	-7	5.600 ^a	0.133
Disagree	28	35	-7		
Agree	42	35	7		
Strongly agree	42	35	7		
Total	140				

From the table above, the chi-square test statistic was 5.6 and its corresponding p value was $0.133 > 0.05$. Since the p value is more than 0.05, we can conclude that the management did not inspire the employees towards organisational changes. Hence null hypothesis can be accepted and alternate hypotheses can be rejected.

Hypothesis

- (iii) H0C: The management does not put emphasis on employee satisfaction when implementing organisational changes.

H1C: The management puts emphasis on employee satisfaction when implementing organisational changes.

A chi-square test was conducted on hypothesis (iii) using SPSS.

Question: Management puts emphasis on employee satisfaction within my division.

Results

	Observed N	Expected N	Residual	Chi - Squared	Asymp. Sig.
Strongly disagree	32	35	-3	1.429 ^a	0.699
Disagree	31	35	-4		
Agree	39	35	4		
Strongly agree	38	35	3		
Total	140				

From the table above, the chi-square test statistic was 1.429 and its corresponding p value was $0.699 > 0.05$. Since the p value is more than 0.05, we can conclude that the management does not put emphasis on employee satisfaction when implementing organisational changes. Hence null hypothesis can be accepted and alternate hypotheses can be rejected.

Hypothesis

- (iv) H0D: The change in the organisation has a negative effect on the employees.

H1D: The change in the organisation has a positive effect on the employees.

A chi-square test was conducted on hypothesis (iv) 4 using SPSS.

Question: Restructuring within SGM has had a positive effect.

Results

	Observed N	Expected N	Residual	Chi - Squared	Asymp. Sig.
Strongly disagree	33	35	-2	3.143 ^a	0.370
Disagree	31	35	-4		
Agree	32	35	-3		
Strongly agree	44	35	9		
Total	140				

From the table above, the chi square test statistic was 3.143 and its corresponding p value was 0.781 > 0.05. Since the p value is more than 0.05, we can conclude that the change in the organisation had a negative effect on the employees. Hence null hypothesis can be accepted and alternate hypotheses can be rejected.

4.6. Summary

The chapter presented the results from the survey carried out and the statistical tests processed on the survey results. Four hypotheses were identified and tested accordingly. From the results we can conclude the company SGM have not involved their employees in change management processes. The management of the

organisation did not inspire employees towards organisational change nor did they put emphasis on employee satisfaction resulting from the change. Overall change had a negative effect on the employees of SGM. The following chapter leads into a discussion of the results and their relation to the literature on the subject of change management.

CHAPTER FIVE

Discussion of Results

5.1. Introduction

Organisational restructuring is a crucial stage in the working of an organisation. This is chiefly because it impacts several individuals, procedures, systems, technologies, business domains, divisions and the like. The chief cause as to why organisational restructuring initiatives are a disaster are mainly because the anticipated outcomes are linked solely to one thing - that is the people employed or linked to the firm. This again is on account of the reason that individuals (and their thinking) refuse to accept change easily. Furthermore, a restructure generally is accompanied by a lot of fear - fear of adjustment, fear of losing jobs and several such related aspects. The purpose of this research is to investigate managing change as a result of restructures within Sturrock Grindrod Maritime (Pty) Ltd (SGM). In this chapter the researcher will discuss the results presented in the previous chapter.

Restating the research objectives:

1. To evaluate the current change management processes within Sturrock Grindrod Maritime (Pty) Ltd.
2. To investigate ability of senior managers of Sturrock Grindrod Maritime (Pty) Ltd to implement change in the company.
3. To establish change management strategies used in Sturrock Grindrod Maritime (Pty) Ltd to effectively implement change.

In order to present a logical and clear flow of the research from the problem statement through to the research objectives, the research themes and hypothesis selected in figure 5.1 present a pyramid view of the flow.

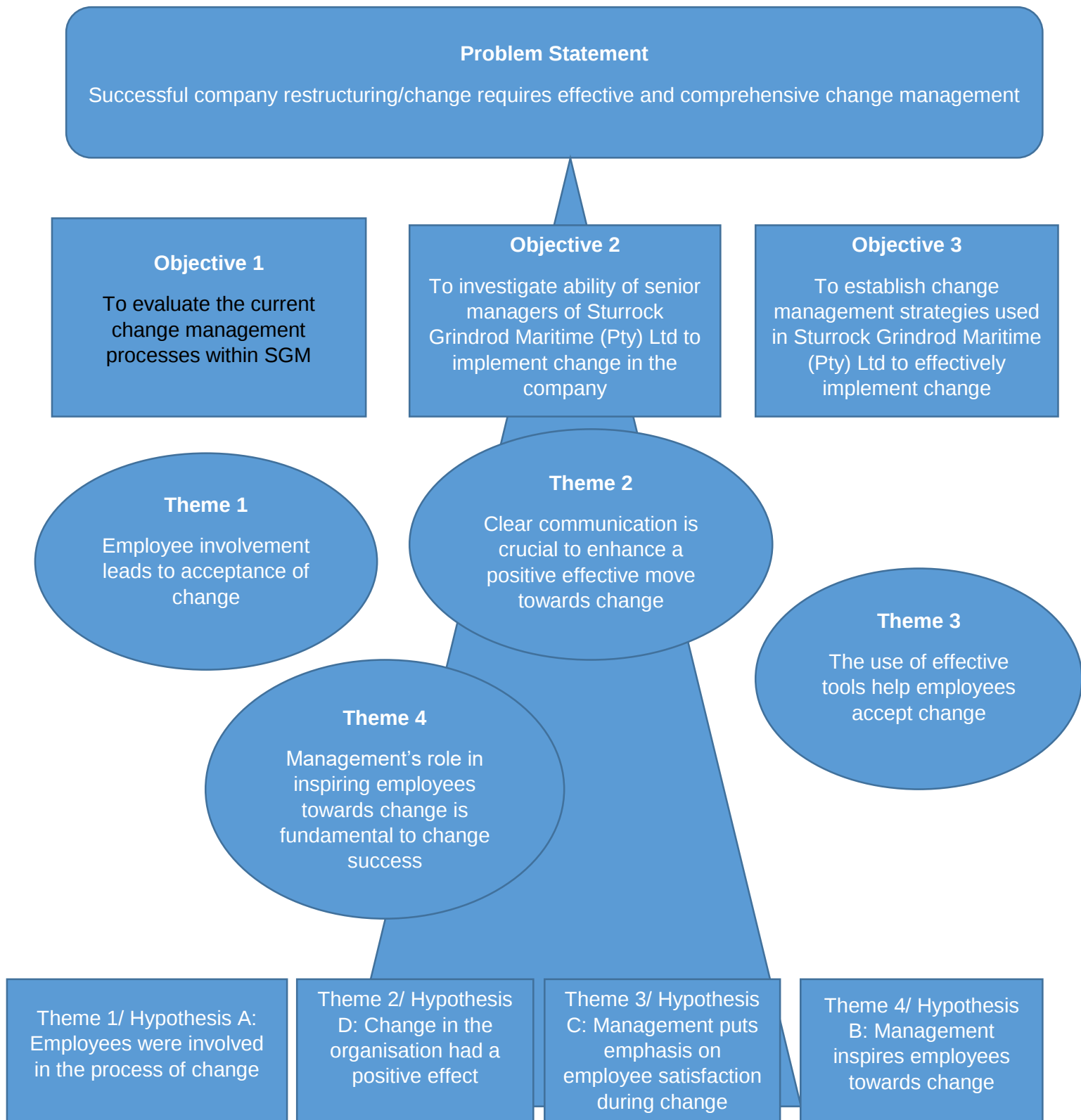


Figure 5.1 Pyramid view of problem statement, research objectives, themes and hypothesis

5.2. Discussion of Results

5.2.1 Discussion of Personal and General Information Pertinent to the Study

Data collected and analysed in the research lead to the following interpretations. In terms of gender, males and females were part of the sample population. The total number of respondents in the study was 140 of which 86 respondents were male forming the majority respondents of 61.4%. The remaining 38.6% (54) of respondents were females. Age was the next criterion for the study. From the responses received the lower limit for age was from under 25 and the upper limit was over 60 years. The majority of respondents were from the age group 35 to 50 years (34.3%). The length of service of the respondents formed the next criterion. As per the research about 44.3% of the respondents had length of service between five and 10 years. The study also proved that in terms of grade, about 27.1% of the respondents had task grades of between 9 to 13. In terms of education, the study showed that the majority of the respondents were graduates who had a degree.

The above questions asked were general and pertinent to the study. The company is made up of four divisions each being managed and lead by different senior management. The results reflect that employees from SGM Non Liner and SGM Marine Tech were more concerned and therefore participated in the survey to reflect their views on the company's ability to manage change. It can also be noted that male employees feel more comfortable to reflect their views on the change management within the company. The majority of respondents are also long serving staff members, showing they have a vested interest in the company's success and are faithful employees. Interesting to note is the majority of respondents are more than 10 years away from retirement, implying they have a medium to long period of employment ahead of them, and participating in the survey indicated they would want the company to hear their views. The last two general questions helped the researcher to identify

the skill level of the majority of respondents. Most respondents are employed in the skilled task grade and have a formal education. This indicates their ability to understand and accept the need for change more easily.

According to the literature, Crawford and Cooke-Davies (2012) measure the success of change by the employees' ability to adjust and adapt to the change and their ability to work efficiently and competently in the change environment. Change and restructuring both offer chances to enhance the firm in addition to improving the work allocation and responsibilities which may improve the abilities and help the personnel to grow in their career; restructuring also assists the firm to make enhanced and efficient use of staff and other assets. At the same time, change and restructuring may influence the stability and impact the personnel adversely, if reason for change is not understood. Change and restructuring may be implemented effectively if the management is transparent and ensures that all the personnel were kept in the loop and provided details related to the likely changes in the work domain. If they understood the reasons for the change they would be more accepting and the restructuring would be more easily acceptable.

5.2.2 Discussions Evaluating the Current Change Management Process within Sturrock Grindrod Maritime (Pty) Ltd

The discussion would centre on the theme of employee involvement. The management of SGM should have involved employees in the change management process as this would have led to greater acceptance of change and its successful implementation.

Questions asked in the survey linked to the above objective:

1. You were notified of changes affecting your company.
2. You were notified of changes affecting your division.
3. You were notified of changes affecting your department.
4. You were notified of changes affecting your job.
5. Were you involved in meetings dealing with change implementation?
6. Were you made aware of how the change would affect your job?

Discussion of Questions

A higher percentage of employees indicated that they were notified of changes that affected the company, division, department and job. However the manner in which employees were notified would be the key factor determining how the change is accepted. Project Management Institute (2013a) asserted that acceptance of change and its details is a psychological transition. People can be influenced to respond to change based on how change is put forth to them (Crawford & Cooke-Davies, 2012). Being notified of the change affecting them would not necessarily ensure the employees would accept the change. People need to clearly understand the reason for change. If the reason is misconstrued or not given, this will decrease the ability of people to accept and adapt to the change. Therefore SGM must ensure when notifying employees of change affecting them the reason for the change is clearly communicated. Together with the reason, the benefit of change must also be highlighted. Employees need to see what they would gain from the change implementation. Having these discussions with them, makes the employees more open to accepting change.

Lewin's Model of Change in the unfreezing stage indicates that need for change must be identified and people must accept the need for change as this will help decrease the conflict and struggle towards change. Lippitt's seven phases also indicated that the manner in which the need for change is brought to the attention of employees would stimulate the need and want to change.

Individuals will put up barriers to change and resist change if they do not fully understand the reason and need for change. If the benefits and reasons for change are presented to them in a manner in which they are able to relate to, there is a higher possibility that they will participate in the change process favourably resulting in minimum interference to the organisation and would result in successful change implementation.

Just over half of the respondents indicated they were not involved in meetings dealing with change implementation. This would leave employees feeling isolated and not part of the entire change process. Clear communication and regular updates through the change process ensure successful implementation (Rafferty et al., 2012). It is also

imperative that this communication is two way. Employees must feel comfortable to address their concerns or ask questions for better clarity and understanding.

Kotter presented eight stages of a change management process that a change manager should follow to build momentum, remove hindrances and entrench change in the culture of the organisation during a change process. There is also the Prosci change management tool for managing the five key goals resulting in reinforced learning and the transition of employees to accepting the new way of performing tasks. Both approaches indicate the role of a change manager. The change manager should understand the theories and tools of change. These should be assessed in line with the change the organisation is undergoing and the most appropriate change strategies and tools should be highlighted to the management of the company. SGM would have benefited from the appointment of a change manager. The change manager would identify the effect on all persons within the organisation and advice of the suitable, corrective and effective support through the change initiative (Kotter International, 2015). The role of the change manager is to connect with all members of the organisation and to facilitate the change process within all levels of the organisation (Singh et al., 2012). SGM would have gained considerable benefits from the appointment of a change manager. The change manager would have shown the current management of the company how to make employees feel more involved and part of the change process. The change manager is aware of the tools that the managers of SGM could have used.

It is crucial to keep employees involved in the process related to organisational changes if the firm wants the process to be a success. Keeping employees involved ensures that they are aware of the impact of change which allows them to accept change in a positive manner.

Thus, it may be inferred that providing information to employees is extremely crucial for any restructuring process to be a success and for employees to have an open mind to accept the changes that occur due to restructuring.

5.2.3 Discussion on Investigation of Senior Manager's Ability to Implement Change at Sturrock Grindrod Maritime (Pty) Ltd

Discussions are centred on theme of employees being inspired towards change, their satisfaction resulting from change that has taken place and how the change process was handled by management. Clear communication is crucial for employees to understand and be part of the change process. Inspired and satisfied employees embrace ongoing change and understand the need for change.

Questions asked in the survey linked to the above objective:

1. You are aware of the reason for change.
2. Given the opportunity you would seek alternation employment.
3. Did your manager clearly advise why change was taking place and what the expected outcome was?
4. I had an opportunity to raise my concerns.
5. My concerns were addressed to my satisfaction.
6. Management and leadership inspire me towards the change.
7. I understand the need for constant change.
8. Management presented a vision and strategy for the company in terms of the restructure.
9. The change approach was in line with the culture of the organisation.
10. I received feedback from management after the restructure.
11. Management emphasised employee satisfaction in my division.
12. I do not mind working overtime when required.
13. I am proud of my company.

Discussion of Questions

The majority of respondents agreed that management advised them of the reason for change, what the expected outcome of change was and provided them with feedback. But there was still a percentage of respondents who disagreed. Even though management took these steps the employees of SGM were not satisfied with the

reasons. The question is was the feedback effective enough and was the outcome that was presented sufficient to influence the employees to embrace the change and work towards successful implementation.

According to Prosci (2012), together with the reason for change, the problem must also be communicated. A desire for change needs to be developed by communicating the benefits of change and addressing employee fears. This desire to change must be kept burning and like a fire it needs to be constantly fed with fuel. Management must constantly reiterate the reasons and benefits. A positive direct relationship exists between leadership communication and job satisfaction (Erben et al., 2016).

Change is not accepted easily by individuals or groups. The uncertainty due to change makes people fear change. A company needs to ensure that any change implemented is informed and employees accept the change by allowing employees to question the impact of change and also by providing a good feedback system (Cooke & Szumal, 2000). Employee feedback is essential to determine strategies in order to improve the situation. Feedback should be provided through each step of the change process, in this way the loop for continuous change is closed (Bukłaha, 2014). Management of SGM must ensure constructive feedback is received from employees through each phase of the change process. It's important to address the concerns received via the feedback. How management addresses these concerns also impacts the employees' views on management's ability to successfully navigate the company through the change.

Respondents agreed that management presented a vision and strategy but the question is whether management linked this vision and strategy back to the need and reasons for change. Respondents also agreed that management did advise them of the outcome of change. What was SGM's management's ability to link the need and reasons for change to the expected outcome? Sporadic, disjointed communication can convey a message but does not paint the full picture. The managers of the company need to place more emphasis on communication and motivation of employees. Communication and motivation will lead to more engaged employees (Goodman & Truss, 2004). There should be clear two way communication so employees can address their uncertainty and feel included in the vision and the mission of the company (Rafferty et al., 2012).

The organisational development approach hinges on the principle of shared common values. Employees of the organisation must all share the same ideals and beliefs. This will result in all levels of individuals and groups working together, creating common shared values in the work environment (Kotter, 2012a). In order to create shared common values among the employees of SGM, the vision, strategy and expected outcomes of the change process must be made visible throughout the organisation.

Uncertainty linked with change can lead to employees panicking and thinking about the effect the change will have on their jobs or cause them to even question job security. This may result in employees' morale being negatively impacted, furthermore, few employees may also start searching for other means of employment. The survey revealed that given the opportunity, respondents would seek alternate employment. But on the other side of the spectrum there was a significant agreement among employees that they are proud of the company and would work overtime if required. It is evident that employees are feeling unsettled and have not fully understood the need for the change within SGM, therefore the likelihood of seeking alternate employment, despite being proud of the brand and being willing to go over and above for the organisation. Uncertainty is one of the main outcomes of change (Allen et al., 2007) and can be addressed most effectively through communication. A competent communicator leads to effective communication (Madlock, 2008). Therefore the management of SGM should use a more competent communicator to address staff on their fears and uncertainty. This will help the employees better understand the need and reason for change, will help eliminate the need to look for alternate employment and lead to a more engaged work force.

Job satisfaction and employee commitment leads to engaged employees who are proud of their organisation. These employees have great enthusiasm and go further than their job requirements to ensure the success of the company (Markos & Sridevi, 2010). Employee satisfaction is the mainstay of a firm and a satisfied employee remains motivated and works towards attaining both the individual and company goals. This is crucial especially in any process that is linked to change. Per the statistical testing, management does not put emphasis on employee satisfaction. SGM should again weigh up the benefits of a change manager. A knowledgeable, experienced change manager would have a number of different useful perceptions on

human motivation (Cameron & Green, 2012), he would understand the emotional and behavioural pattern of employees and can respond to them accordingly.

Management enacts a crucial role in the process of change management. It is extremely significant to ensure that the management inspires and motivates its employees to accept change positively. These findings were highlighted in the literature review against the role of the manager (Project Management Institute, 2014). According to statistical tests, management of SGM do not inspire employees towards change. Lewin's change model explains during the movement phase the importance of developing new attitudes to inspire positive behaviour and reduce the resistance to change. Therefore the management of SGM must inspire employees towards change for the change implementation to be successful and to reduce resistance to change.

5.2.4 Discussion on Change Management Strategies used in Sturrock Grindrod Maritime (Pty) Ltd to Effectively Implement Change

Discussions are around the theme of effective tools and strategies that can be used by the company to implement change. Utilising the appropriate strategy in line with the change that is taking place in the organisation is fundamental to the success of the change plan.

Questions asked in the survey linked to the above objective:

1. Has the change impacted negatively on your morale?
2. Restructuring within SGM has had a positive effect.
3. I noticed resistance to change from colleagues around me.
4. Change leads to improvement.
5. The restructure/change was successful.
6. I look forward to going to work daily.
7. If I had the choice of attending team building or staying at home, I would probably stay at home.
8. I only do what my job requires me to do.

Discussion of Questions

For change management to be successful employees must embrace the change and adapt to the new environment, working effectively and efficiently (Crawford and Cooke-Davies, 2012). Therefore, the fundamental requirement for successful change management is employees' acceptance of change and ability to change, which can be influenced by the manner in which change is conveyed to them (Crawford & Cooke-Davies, 2012). This could very well be the reason why employees noticed resistance to change from fellow colleagues and the change having a negative effect on their morale. The management of SGM should have been more attentive to the signs that employees were resisting the change. Further investigation should have been carried out to try and understand the reason for resistance. These should have been addressed with the employees to ensure all fears and dispositions were dispersed. This validates the fact that communication is a crucial part of the restructure process. If the communication was clear, employees would not be impacted adversely.

Organisational change management explains that there are various tools and processes that are used for organisational change management to manage people within an organisation during the change process (Rothermal, 2016). These tools are made up of specifically designed processes to be used for change in groups or organisations. The tools can be used jointly with the learnings from individual change management for managing the people who are confronted by change, due to culture-shock arising from alteration of the established patterns of corporate life (Van der Voet, 2014). The culture of the organisation must be nurtured into being proactive to change. As SGM operates in an environment that requires continuous change, the culture of the company must evolve to a one that is open and accepting to change, dealing with and adjusting in accordance to the environment in which it operates. The culture of a company is influenced by past experiences and employees' mindsets of what can work (Project Management Institute, 2013b). The culture of SGM must evolve to one of high performance and employee empowerment. The change in culture will help mould a workforce that will go over and above what their job description states. Employees will look forward to going to work daily and will see team building as the company's way

of investing in their well-being and therefore will opt to attend team building as opposed to staying at home.

Even though a higher number of employees (54%) agreed that change had a positive effect, a significant percentage (46%) felt that change had a negative effect. Per the statistical test carried out, change has had a negative effect on the employees. This result would encourage one to look into the change management tools and strategies that are available to SGM to ensure that change can have a positive and desirable effect on employees.

Lewin's model of change centres on the psychological facets of behaviour modification and covers three phases: (i) unfreezing, (ii) movement, and (iii) refreezing. SGM management could adopt this approach of firstly preparing employees for change, helping them identify the need for change and helping them accept the need for change. During the movement phase open-minded approaches to change are encouraged together with positive behaviours, and refreezing will entail reinforcing the change.

Vrazel's eight step components of change management is also a useful model. This model goes a bit further than Lewin's model and encourages feedback and learning from the processes. If change is going to be a regular occurrence within SGM, this model will help the management prepare and deal with current change and future change, helping the company become one that is conducive to change.

Kotter's eight stage change management process looks at addressing short falls from Lewin's model and goes further to discuss the culture of the organisation being nurtured into being proactive to change.

The management of SGM should investigate the different models available for implementing change and find one that best suits the organisation's need for change. The models can also be modified to suit the change situation.

From the survey, the majority of respondents agreed that change leads to improvement. This is evidence that the employees are pliable in terms of change, and management needs to adopt the correct processes to make change successful within SGM.

5.3. Summary

The study undertaken made it evident that the current change management process adopted by SGM was not successful. Successful change management will be achieved if all employees within SGM accept and embrace change. The management, especially the senior managers, need to work hard to communicate and interact with and inspire the employees to understand the need for change. The management urgently need to establish a dialogue with employees to ensure that they do not leave the company or get further demotivated. This could be done via direct communication and feedback which would help both sides to resolve existing issues. Furthermore, if needed, the company could also introduce re-training or training of management for new skills on change management which will help them understand how to implement change and what is required for successful change management. However, while the study did discuss the change and its impact it has failed to throw proper light on the exact change management strategies used in SGM to effectively implement change. The literature review has discussed a variety of change management models that could be used; the analysis however, is silent on which model has been used by the company to implement change successfully during the restructure process. SGM should also consider the use of a change manager to assist the company in evolving its culture into one that is proactive to change.

The next chapter provides a conclusion to the research, summing up the findings in line with the research objectives.

CHAPTER SIX

Conclusion and Recommendations

6.1. Introduction

This section of the research gathers all the key results of the study conducted on managing change as a result of restructures within Sturrock Grindrod Maritime (Pty) Ltd (SGM). Results were drawn from the responses received from the respondents of the study. The participants of the study were employees of the firm. The data was collected via the administration of a questionnaire which contained relevant questions regarding change in the organisation. The responses received to these questions helped the researcher to arrive at the conclusions of the study. The purpose of the study was to find out the impact of change that occurs due to restructuring of a firm, based on the answers, investigation and manipulation of data that was done using chi square tests and using SPSS software.

6.2. Resolution of Research Problem

The statistical analysis performed from the results of the survey carried out clearly show that in order to achieve successful company restructuring/change, effective and comprehensive change management is required.

The company had undergone a restructure which brought forward various changes within the organisation. In order for these changes to have been embraced and adopted by the employees, SGM should have carried out a more effective and comprehensive change management process. Furthermore the environment in which the company operates requires ongoing adaption to the external and internal business

environments, therefore the company should explore the benefits of change management processes.

6.3. Research Objectives

The following research objectives were designed based on the research problem in order to achieve the purpose of the study:

1. To evaluate the current change management processes within Sturrock Grindrod Maritime (Pty) Ltd.
2. To investigate ability of senior managers of Sturrock Grindrod Maritime (Pty) Ltd to implement change in the company.
3. To establish change management strategies used at Sturrock Grindrod Maritime (Pty) Ltd to effectively implement change.

6.4. Solution to Research Objectives

To evaluate the current change management processes within Sturrock Grindrod Maritime (Pty) Ltd

Employee involvement through each step of the change management process is key to the success of change management. The literature shows that clear, transparent and effective communication is required. The findings show that employees felt they were not involved in the change process that took place within SGM. The current change management processes within SGM are not achieving the desired results for the organisation. Employees need to understand and accept the reason for and benefits of the change in order to make the necessary changes in their behaviour and daily work routine for change to be successful.

To investigate ability of senior managers of Sturrock Grindrod Maritime (Pty) Ltd to implement change in the company

The measure of success of change implementation can be gauged by employee satisfaction and an inspired work force. From the research it is evident that the management did not inspire the employees towards change nor did they emphasise on employee satisfaction. Employees must understand the reason for change, they should also have an opportunity to address their fears. Feedback is essential through every process of the change. The management of SGM have to encourage their employees to provide feedback and management needs to address this constructively. The use of a change manager to assist management through the process of change would have been beneficial to SGM.

To establish change management strategies used in Sturrock Grindrod Maritime (Pty) Ltd to effectively implement change

If the correct change management strategies were adopted, change would have been effectively implemented within SGM and the overall change would have had a positive effect on the employees and the organisation. From the research findings it is evident that the change has had a negative effect on the employees. By using the appropriate strategies SGM could have ensured better employee morale and less resistance to the change. There are various change management tools which SGM needs to explore and use that will assist with effective change implementation going forward.

6.5. Limitations

The research carried out has a few limitations that could influence the investigative results adversely and may have limited the extent of the study. These include:

- The time limit in which this research was done allowed me to research a smaller population of employees, limited to South African offices.

- The questionnaire was emailed out to all employees and therefore certain employees who do not have access to a computer could not take part in the study.
- This research is taking place during a time of major change and employees' emotional state during this time might have influenced their responses to be based purely on the current situation.
- Majority of the management within the company have not had formal management training and have reached the positions of middle and top management based on promotional moves.
- Support from higher management and the company's CEO in allowing and assisting me with conducting the research.
- Total cost of conducting the research was absorbed by myself as the researcher.

6.6. Recommendations

Future studies pertaining to the theme being analysed have a lot of scope. The present study has been limited to analysing the impact of change occurring due to the restructuring process. Change may also occur due to other reasons. Researchers in times to come may try and analyse impact of change occurring due to other reasons; they may also expand the present study by introducing the qualitative aspect which would include getting and evaluating the perspective of the management towards the change process. Other studies could also be conducted in different sectors across a variety of industries including manufacturing companies to try and analyse the impact of change that occurs due to the restructuring process.

Thus, it may be stated that researchers have a variety of domains to choose from while evaluating the theme related to implementing the change process successfully in their future studies.

The present study however, can be used as a foundation for future studies that are undertaken.

6.7. Conclusion

There are powerful change agents in the internal and external environment in which organisations exist and these driving forces have the biggest effects and influences on the competitive conditions in which a company operates. The powerful forces directly influence customers, suppliers and competitors, thereby shaping changes within the industry that directly affect the competitive forces. Business needs to be equipped to deal with the 'people side' of change, resulting from restructures, new systems and procedure implementations and cultural changes that are imposed on people as a direct result of reactions to driving forces.

Change is an inevitable process in any company. The study was aimed at examining managing change as a result of restructures within SGM and the impact that it has on the people of the organisation. From the research it can be concluded that overall change has had a negative impact on the employees of SGM, and the company would not have reaped the full benefits of the change implementation. Many employees are still struggling to come to terms with the effect of the change. The management of SGM should as a matter of urgency try to correct the errors of the past change and start to evolve the organisational culture into one that is proactive and conducive to change.

6.8. Summary

The chapter presented a solution to the research problem identified and the conclusion reached on the research objectives of the study. Limitations of the study were stated which could have an adverse influence on the investigative results. Recommendations for future studies in the field of change management were discussed. The chapter concluded with closing remarks regarding change within SGM.

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APPENDIX 1 – Survey Questionnaire

Information is confidential, therefore do not indicate your name on this questionnaire

Personal and General Information

Kindly indicate choice using X in the appropriate box

Division	
Sturrock Grindrod Maritime Head Office	
Sturrock Grindrod Maritime Non Liner	
Sturrock Grindrod Maritime Tech	
King & Sons	
Mitchell Cotts Maritime	

Gender	
Female	
Male	

Age	
Under 25	
Between 25 and 35	
Between 35 and 50	
Between 50 and 60	
Over 60	

Length of Service	
Between 1 and 5 Years	
Between 5 and 10 Years	
More than 10 Years	

Task Grade	
1 – 3	
4 – 8	
9 – 13	
14 – 18	
18 – 22	
23 – 26	

Education Level	
Matric	
Diploma	
Degree	
Post graduate degree	
Other	

Instructions

Read each statement carefully and mark with an X one option which best represents your view

Options

- Strongly Disagree
- Disagree
- Strongly Agree
- Agree

	Question	Strongly Disagree	Disagree	Strongly Agree	Agree
1.	You were notified of changes affecting your company (SGM)				
2.	You were notified of changes affecting your division				
3.	You were notified of changes affecting your department				
4.	You were notified of changes affecting your job				
5.	You are aware of the reason for change				
6.	Has the change impacted negatively on your morale?				
7.	Given the opportunity would you seek alternate employment?				
8.	Were you involved in meetings dealing with change implementation?				
9.	Restructuring within SGM has had a positive effect				
10.	Did your manager clearly advise why change was taking place and what the expected outcome was?				
11.	Were you made aware on how the change would affect your job?				
12.	I had an opportunity to raise my concerns				
13.	My concerns were addressed to my satisfaction				
14.	Management and leadership inspired me towards the change				
15.	I noticed resistance to change from colleagues around me				
16.	I understand the need for constant change				
17.	Change leads to improvement				
18.	Management presented a vision and strategy for the company in terms of the restructure				
19.	The change approach was in line with the culture of the organisation				
20.	I received feedback from management after the restructure				
21.	The restructure/ change was successful				
22.	Management emphasise employee satisfaction within my division				
23.	I look forward to going to work daily				
24.	I do not mind working overtime when required				
25.	If I had the choice of attending team building or staying at home, I would probably stay at home				
26.	I do only what my job requires me to do				
27.	I am proud of my company				
28.	The work environment enables me to be the best I can				

APPENDIX 2 – Ethical Clearance Approval



18 April 2016

Mrs Ravina Mahabeer (205524384)
Graduate School of Business & Leadership
Westville Campus

Dear Mrs Mahabeer,

Protocol reference number: HSS/0349/016M

Project title: Managing change as a result of restructures within Sturrock Grindrod Maritime (Pty) Ltd

Full Approval – Expedited Application

In response to your application received on 05 April 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

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

Please note: Research data should be securely stored in the 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 Shenaka Singh (Chair)

/ms

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

Humanities & Social Sciences Research Ethics Committee

Dr Shenaka Singh (Chair)

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APPENDIX 3 – Turnitin Report

Turnitin Originality Report

Dissertation Ravina Mahabeer by Ravina Mahabeer

From Draft proposal (MBA dissertation 2016)

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