

UNIVERSITY OF KWAZULU-NATAL

Perceptions about Change Management at Blendcor

By

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DECLARATION

I, Dumisani Neville Cele, declare that:

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ABSTRACT

Change has not been always good and cannot solve all problems; however, for any organisation's survival and success, change is a necessity. Change has become essential in business due to an environment with high competition and many challenges. Most researchers suggest that 66.7% to 80% of attempted change efforts fail. Implementing change initiatives continues to be an issue in organisations and often still impacts on business costs due to project failures. This has raised a question as to what the issues are that cause change failures and how these failures can be avoided. These issues and failures can be explored by understanding the perceptions of those who are involved or affected by change.

This research study on change perceptions in an organisation was conducted using Blendcor (Pty) Ltd to understand their current issues in change management. The organisation is in the process of transformation, using a five-year turnaround strategy with the aim of becoming one of the leading lubricants manufacturing plants in the world, as per the company vision. A quota sampling technique was used to collect data for the study. The response rate was good at 84%. Descriptive and inferential statistics were used to analyse the collected data for the study. The study managed to identify that people in a change management process are top priority. After a thorough literature review, it was found that top key issues that need to be addressed on change management are communication of change, involvement of people, management support, planning, organisation culture, and sustainability of the process. The findings from the study supported the literature. The main findings of the study were lack of understanding and the importance of communication of change. It was also found that during change people are affected by stress and other emotional factors, which affect the execution of the change projects. Some of the recommendations from the study are to use proper communication channels during change; change management has to increase the interest of people through proper people management and apply talent management to sustain change management in an organisation.

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LIST OF ACRONYMS AND ABBREVIATIONS

HR	human resources
IT	information technology
MBA	Master of Business Administration
SPSS	Statistical Package for the Social Science

CHAPTER 1

OVERVIEW OF STUDY

1.1. INTRODUCTION

Change has not been always good and cannot solve all problems; however, for any organisation's survival and success, change is a necessity. According to Bold (2011), change has become 'business as usual' due to an environment with high competition and challenges. According to Ashurst and Hodges (2010), most researchers suggest that 66.7% to 80% of attempted change efforts fail. Implementing change initiatives remains an issue in organisations and affects business cost wise (Wolf III, 2006). As much as change in business is imperative, the cost of adapting to it is high. The number of change project failures is also high and needs to be addressed.

In this study, a number of concerns about change were identified and these concerns need to be addressed. According to Kotter (2012), the key issue in change is the behaviour of people. This study used perceptions of change in an organisation to understand current issues in change management. Todorita (2010) indicated that perceptions about change in an organisation can be pessimistic or optimistic or indifferent attitudes, and these attitudes will depend on the extent to which people feel they understand and control the change process. To address the understanding and control of people requires the understanding of change management and the employees' involvement (By, Burnes & Oswick, 2011).

After a thorough literature review, it was found that key issues of change management come from perceptions that relate to the communication of change; involvement of people; management support; planning; organisation culture and sustainability of the process. The aim of this study was to determine the effect of change management by critically analysing the perceptions about change management at Blendcor. This study investigated some principles that could be applied by organisations to address gaps and ensure change management is a success. The study was done using Blendcor (Pty) Ltd (a joint venture for BP & Shell), a company which is currently going through a change process. The organisation is in the process of a five-year turnaround strategy with the aim of becoming one of the leading lubricants manufacturing plants in the world, as per the company vision.

1.2. MOTIVATION OF STUDY

Many businesses suffer high financial costs due to change project failures. It is therefore important for organisations that embark on a change process to know the causes of change project failures. The main benefit of the study will be for Blendcor to understand how to improve running change projects successfully. The study can benefit Blendcor in the following ways:

- Blendcor management would be able to identify perceived success after the implemented change.
- The study will enlighten the status of the turnaround journey. It will help Blendcor management, as the drivers of change, to identify what to improve in order to meet objectives successfully.
- Blendcor management would be able to identify the perceived problems after change implementation and understand how to resolve these problems.
- Blendcor employees will have a better understanding of the benefits of change.
- Employees will understand which roles they play in execution of change in the business.
- Lubricant employees and shareholders of BP and Shell will gain an understanding of the status of the company change.
- Leadership of the company, using the results of the study, could develop future business strategies.

1.3. FOCUS OF STUDY

The study was conducted on Blendcor and the targeted respondents were Blendcor employees, contractors, and Shell and BP lubricants supply chain employees. The survey research was conducted on the population that was directly involved with Blendcor as from 2012. A sample size of 152 people from a population of 250 Blendcor employees was used to provide data analysis. The lubricants industry is turbulent, challenging and highly competitive. According to Cassidy (2011 cited in Lockemann & Barnáková, 2014), the lubricants industry is challenging globally, and therefore innovation as a core capability is gradually a determinant of success. An innovation process enforces changes in the business. The study focused on change management methods used in running change projects successfully. Literature was reviewed to determine what other researchers have recommended for change management not to fail.

1.4. PROBLEM STATEMENT

According to Hanafizadeh and Osouli (2011), organisations have to rearrange their business processes and resources in order to gain competitive advantage, regardless of continuous inescapable changes in their industries. However, organisational change management has to win the hearts and minds of the targeted group (Wallace, 2007). According to studies conducted by Bold (2011), change has to be created and sold to managers and employees to prevent the resistance of change. Wallace (2007) and Robbins, Judge, Odendaal and Roodt (2009) agreed that the change process relies on professionalism by management in overcoming resistance issues from employees to ensure a smooth shift from an existing status to a targeted status. Blendcor started a change strategy in 2012 to meet their vision to be the greatest lube oil manufacturing company. This change strategy included a number of mini change projects in different pillars of the business. The problem was that since the change had started there were several reactions within the company, including a high number of resignations from management level, and new principles and systems introduced in a short period. No study had been done in the organisation to understand and identify the degree of the change impact. This problem encouraged the researcher to study the perceptions of change management at Blendcor. This study was conducted to gain insight into change management from people who were involved or affected by the change. The study also aimed to identify tools that can best be used in the organisation for change to be a success. Furthermore, the study aimed to identify gaps in literature about change management.

1.5. RESEARCH QUESTION AND SUB-QUESTIONS

The main question of this study was:

- What are the perceptions about change management at Blendcor?

To answer the main question, the following sub-questions needed to be dealt with:

- What are Blendcor employees' latest responses to the change processes being applied?
- What is Blendcor employees' level of understanding of the change process?
- Is change accepted by employees in the business?
- What are the effects of change management on organisational success?
- What is the organisational climate during the change?

1.6. OBJECTIVES

The following were the objectives of this study:

- To determine the understanding of change from employees' perspectives.
- To determine the employees' level of interest in change.
- To identify perceived problems of change management.
- To determine the possible benefits of the change for the organisation.
- To establish the possible barriers of the organisational change.
- To investigate whether there is a link between the employee turnover and the current change.

1.7. LIMITATIONS OF STUDY

Previous researchers have confirmed that all studies face challenges of limitations. This study identified the following limitations:

- It was a challenge to select a sampling technique that can have a true representation of the population with proper demographics. A quota sampling method in non-probability sampling was used to ensure all sub-groups of the population were truly represented.
- Collecting of data was slow due to a number of participants not having access to internet and emails.
- Administration of internet respondents caused delays because respondents had to be reminded three or four times via the QuestionPro system.
- The findings of the study could not be generalised due to the design of the study.
- Research sample used was biased; it was not fully representing all characteristics of targeted population.

In Chapter 5, more details about limitations will be discussed.

1.8. OUTLINE OF THE STUDY

The approach used for the study was to ensure that the research process had a logical flow. The study comprises five chapters as follows:

- Chapter 1 – It provides the introduction, research problem, motivation of the study, focus of the study, research questions and objectives, and the limitations identified during the study.
- Chapter 2 – It presents the literature review on change management. The focus of the literature review is change management tools, theories, principles and processes, as per other researchers, that make change management a success in an organisation. The chapter analyses success factors for change management in an organisation.
- Chapter 3 – This chapter discusses the methodology used in gathering information about perceptions of change management at Blendcor. It explores all research methods used in the study and the reasons for choosing those methods.
- Chapter 4 – It presents the interpretation and discussion of the results of the study. The chapter deals with the treatment of data that was analysed, the reliability of a questionnaire, a demographic profile for respondents, and findings related to objectives are grouped and interpreted. In addition, the chapter presents inferential statistics and cross tabulation methods used to interpret the results from study.
- Chapter 5 – This is the conclusion chapter where the researcher presents recommendations that emanated from the study. In addition, recommendations are made for further research and limitations are discussed in more detail.

1.9. SUMMARY

This chapter has introduced the study on perceptions of change management in an organisation, using the lubricants company, Blendcor (Pty) Ltd. It delineated the methods and directions that were applied in the study. The study indicates change fundamentals for an organisation like Blendcor to gain a competitive edge in the lubricant industry. In this chapter, the problem statement was presented, as well as the objectives, research questions, focus of study and limitations. The study of Blendcor change management is valuable to the organisation to ensure that the change journey will be successful. The next chapter presents the literature review in relation to the problem statement and magnitudes of study. This will be used or referred to in later chapters for discussing the results of the study, analysis of data, and recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

To understand the change management process is critical for the success of any business. Change is caused by the competitive environment. In business where competition is continuous and is global, change has become a measure of the competitive advantage of an organisation (Torppa & Smith, 2011; Bold, 2011; Gelan, 2011).

These days competition is high in any industry, and most organisations are applying change to keep up with current business challenges and competition. Merrell (2012) concurred with Robbins *et al.* (2009) that change is a necessity for an organisation to survive in the turbulent and uncertain times. According to Hanafizadeh and Osouli (2011), organisations have to rearrange their business processes and resources in order to gain competitive advantage, regardless of continuous inescapable changes in their industries. Globally, the lubricants industry is more challenging; and therefore innovation as a core capability is increasingly more a determinant of success in the industry (Hurwitz *et al.*, 2009). This indicates that to be successful in the lube oil industry requires continuous change.

For change to be effective or successful, requires time (Van Tonder, 2009), and change and time impact leads to different approaches of organisation change management. The researcher conducted a literature study to examine and explore current change management tools that can be applied successfully in an organisation. The findings of the literature review provided background information on change which was used in the study about change management at Blendcor.

2.2. BACKGROUND TO ORGANISATION CHANGE MANAGEMENT

According to Kezar (cited in Hudescu & Ilieş, 2011), change is not always good and is not certainly a solution for all issues. Brown and Cregan (2008) pointed out that change can have intended and unintended effects which include negative attitudes from employees.

The key issues of change are the behaviour of people who experience how the world is changing; they fear the potential problems but take little action to resolve them and acrimoniously complain. This kind of behaviour creates resistance to change (Kotter,

2012). Resistance to change sometimes makes it difficult to improve the organisation (Mittal, 2012).

Knowing what the perceptions about change are will increase an understanding of the behaviour or resistance to change that can take place in the organisation. Todorita (2010) stated that perceptions about change in an organisation can be pessimistic or optimistic or indifferent attitudes. These perceptions will depend on what level people feel they have understanding and control of the process of change. It is therefore important to understand what to change and how to change. Based on the literature study conducted, this chapter discusses change processes that can be implemented in order to reduce resistance to change and increase the success thereof.

According to Newman (2012), change management for sustainability also depends on the consistency in the process of continuous improvement, learning and systematic reform. Successful change management does not end in a particular change project. Pettigrew (cited in Sushil, 2012)) indicated that the theory of change should explain continuity. Todorita (2010) strongly concurred as he defined change as a specific and continuous process which can be planned and unplanned and which determines another chain of changes. It has to bring sustainability within an organisation. For change sustainability to happen, demands patience, skill, and strong belief in a better future (Matesic, 2009).

Van de Ven and Sun (2011) stated that change management demands action-orientated problem solving. It is important to have change planned and implemented properly. A poorly executed change management project may contribute to an increase in employees' dissatisfaction (Dool, 2008). According to Burke (cited in Whelan-Berry & Somerville, 2010), knowledge of how to plan and implement change is limited and successful implementation of the change depends on good agents in change management.

Several researchers have suggested that 66.7% to 80% of attempted change efforts failed (Ashurst & Hodges, 2010; Kotter & Schlesinger, 2008). Implementing of change initiatives is still an issue in organisations and is still common and affecting business cost (Wolf III, 2006). There are many findings from different researchers about causes of failures but most are related to management principles and employee involvements. According to By *et al.* (2011), the failure of a change indicates the lack of a valid framework for organisational transformation. Mittal (2012) pointed out that the failure of change initiatives in

organisations is mostly caused by poor change management. According to McManus and Wood-Harper (2007), 65% of change projects that fail are due to management causal factors which are related to people.

According to Van Tonder (2009), most authors have related the number of change programme failures to employee resistance to change. The dangerous phase in change management is an implementation stage where lack of commitment can lead to failure. Kreitner and Kinicki (2008) defined the commitment to change as a state of mind that binds individuals or a group to a course considered essential for the successful implementation of a change programme. Failure to properly combat issues during the implementation phase will result in the change failure.

Predicting the success or failure of change is not easy, and Decker, Durand, Myfield, McCormack, Skinner and Perdue Decker (2012) stated that wisdom of employees can be used to predict it. To analyse the employees' perception of change management can provide a clear understanding of the status of the change in an organisation such as Blendcor. Perception of change, assessment of change and response to change are key elements in the change process of an organisation (Raza & Standing, 2011).

Organisational change involves the responding behaviour from individuals or a group based on their perception of the change process (McIlduff & Coghlan, 2000). According to Van Tonder (2009), the notion of resistance considers the role of perception in the experience of change. The experience of change is based on how employees perceive and interpret change events. If the employees' perceptions are understood, it minimises the resistance impact on change. This study focused on the perceptions in order to determine what can be done to have a successful change management with ability to overcome resistance, using Blendcor Company. Two main aspects of change management are the change process and risk management.

2.2.1. Change management process

Change management is defined as the process of ongoing renewal of organisation structures in meeting the customer or environment changes (Gelan, 2011). In any business, change is always driven by environmental changes. The lubricant industry change has influenced Blendcor to embark on change for competitive advantage.

According to Hudescu and Ilieş (2011), change comes in various forms; it can be incremental or on a large scale. Minor changes can be minor improvements or adjustments in an organisation. Large-scale change or transformation tends to alter values, culture, functioning processes and the structure of an organisation. A successful change management process targets both visible and embedded aspects of the business (Newman, 2012). Visible arenas can be indicators of the organisation's performance during the change process. The embedded arenas can be policies and standards, decision-making strategies and financial systems used.

Planned change can be managed. Kurt Lewin's model describes the steps of planned change. The three steps are unfreeze, move and refreeze. According to Cummings and Worley (2009), Lewin's model provides a general framework for understanding organisational change.

Kreitner and Kinicki (2008) indicated that Lewin's model is based on certain conditions about change, such as the following:

- The change process involves learning something new, as well as discontinuing current attitudes, behaviours, or organisational practices.
- Change will not occur unless there is motivation to change.
- Any change requires individuals to change, as people are the most important hub of all organisational changes.
- Resistance to change is found even when goals of change are highly desirable.
- Effective change requires reinforcing new behaviours, attitudes and organisational practices.

Hayes (2002) described the above conditions as a quasi-stationary equilibrium state.

Unfreezing step

This is concerned with the shaking up of people's habitual behaviour and modes of thinking, and increasing the awareness of the need to change (Senior & Fleming, 2006). During the unfreezing step, there should be extensive consultation or negotiations with stakeholders in discussing the new developments or proposed changes. Kreitner and Kinicki (2008) indicated that the benchmarking technique can be used to unfreeze an organisation. Blendcor is currently being benchmarked with other European and Asian

Shell and BP plants separately. Benchmarking is one of the tools that can indicate whether Blendcor is a world class company in terms of their key indices as compared to similar companies in the lubricants industry. According to Cummings and Worley (2009), unfreezing is sometimes accomplished in an organisation by introducing information that shows the differences between behaviours desired by organisation and those behaviours currently exhibited.

Moving step

In this step, the behaviour is shifted to another level (Kreitner & Kinicki, 2008; Cummings & Worley, 2009; Robbins *et al.*, 2007). According to Cummings and Worley (2009), moving can be achieved by intervening in the system to develop new behaviours, values and attitudes through changes in organisational structures.

Refreezing step

Refreezing involves stabilising or institutionalising the changes or movements (Senior & Swailes, 2010; Robbins *et al.*, 2009). Change is stabilised during the refreezing step by helping employees integrate change behaviour or attitude into their normal way of doing things (Kreitner & Kinicki, 2008). This is a reinforcement step of the change. Development of procedures, coaching or training are some of tools that are used in refreezing (Robbins *et al.*, 2009). Rewards are also used to stabilise the change and increase motivation to apply the new concepts (Cummings & Worley, 2009; Senior & Fleming, 2006). Refreezing emphasises that change that has been adopted.

Hayes (2014) argued that the notion of refreezing is not relevant for organisations operating in turbulent environments. Hayes (2014) also stated that organisations need to be fluid and adaptable which is not possible when using Levin's model. French and Bell (1990 cited in Senior & Swailes, 2010) said that Lewin's field theory and his conceptualising about group dynamics, change processes, and action research have a profound influence on the people who are associated with various phases of organisational development. It can be contrasted that Lewin's concept is based more on organisation development and not on change responding to a turbulent environment. Lewin's theory has also been criticised in that it takes an episodic approach to continuous change, which can lead to fatigue or resistance to change. Newman (2012) stated that in a change process there will be cycles and unanticipated barriers that may slow down the change pace.

It is often difficult for a change agent to identify which change theory to apply and hence they typically use a theory with which they are familiar. There are number of success factors indicated in Decker *et al.* (2012), such as:

- leadership or management support (Carmeli & Sheaffer, 2008);
- alignment of change to organisational status (Ravishankar, Pan & Leidner, 2011);
- employees' readiness for change and the impact of negative change management history (Bordia, Restubog, Jimmieson & Irmer, 2011).

The finding of most studies is that the key issue for success from employees is willingness to participate (Alas & Vadi, 2006).

The ability to manage change is based the on complexity of an organisation (By *et al.*, 2011). Various change processes have been used by different organisations. In order to analyse Blendcor's change management a combination of different processes from different authors was used. Whelan-Berry and Somerville (2010) summarised the organisational change process into five steps:

- Developing a clear vision;
- Communicating the change vision to the group;
- Individual employees' adoption of the change;
- Sustaining the momentum of the change implementation; and
- Institutionalising the change.

The other change framework which has been used successfully by many companies is Kotter's eight step change model (Kreitner & Kinicki, 2008), which is comprised of the following.

- **Establish a compelling reason to embrace the change**

This is the preparing or planning stage of change (Loeser, O'Sullivan & Irby, 2007). In Lewin's model, it is the unfreezing step where the organisation is influenced accept the need for change (Kotter, 2008). According to Kreitner and Kinicki (2008), a compelling reason why change is needed is created in this step.

- **Create a guiding coalition who support the change**
In this stage a cross-functional, cross-level group of people with enough power to lead a change is formed (Kreitner & Kinicki, 2008; Kotter & Schlesinger, 2008).
- **Formulate a vision and strategy for direction and motivation**
A vision is formulated to guide the change process (Kotter, 2012).
- **Communicate change vision**
An effective communication strategy is developed to ensure proper communication of the vision to all stakeholders (Kreitner & Kinicki, 2008).
- **Empower employees by removing perceived barriers**
Eliminate barriers that prevent people from operating in keeping with the transformation as per the vision (Kotter, 2012). This step encourages risk taking and creative problem solving (Kreitner & Kinicki, 2008).
- **Plan to acknowledge a few quick wins to demonstrate progress**
Plan and communicate quick wins or improvements (Kreitner & Kinicki, 2008; Kotter & Schlesinger, 2008; Loeser *et al.*, 2007). This requires frequent reviews of the change process.
- **Consolidate gains using credibility to encourage more change**
Additional employees can be involved to cascade the change throughout an organisation.
- **Integrate new approaches into culture**
In this stage the change is reinforced by highlighting connections between behaviour and process organisational success (Kreitner & Kinicki, 2008). Methods and procedures are developed to ensure proper leadership succession is in place for continuity and maintenance of winning behaviour (Kotter, 2012).

Bold (2011) insisted that there is no right or wrong theory for change management. Merrell (2012) concurred with Bold (2011), indicating that there is no simple and effective or highly reliable tool that can be used to plan change due to the complexity of an organisation.

Change management is an attitude rather than a set of tools and theories. However, the leadership style applied during the change management can influence the success or failure of the process. Yukl (cited in Zakaria, Wan Yusoff & Raja Madun, 2012) mentioned that the effectiveness of a leader during change is determined by the success of the leader to revitalise and facilitate the organisation's adaptation to the change environment. Based on information from researchers, there are ways of making change management a success. It is important to understand resistance and how to deal with it.

2.2.2. Risk management and dealing with resistance to change

Resistance is one of the leading causes of failure of change (Wittig, 2012). Resistance is a phenomenon which can undermine organisational change in the form of delays or a slowdown process, which can in turn hinder the implementation process and increase costs (Ansoff, 1980). The most critical challenge in the change process is the ability to deal with resistance (O'Connor, 1993). According to Mittal (2012), employees who resist change cripple an organisation. Change can create deep resistance in people and in the organisation and make it difficult to implement any improvement (Cummings & Worley, 2009). Resistance needs to be understood, determined and be addressed properly.

Organisations often do not realise that the resistance from employees is not due to the idea of change; it is due to the treatment they receive in the change process (Cooper, Markus, Team & Change, 2012). Hayes (2002) stated that managing people issues will deal with resistance issues. This indicates that resistance is more about people's behaviour or their response to change. According to Pandey (2012), resistance to change is a human problem which needs to be dealt with by means of patience and understanding. According to Morris (2012), resistance to change is natural; the difficult part is to manage the resistance and fear of change. How to handle resistance depends on the magnitude of the resistance. Resistance cannot always be removed, but it can be mitigated through employee involvement. Pandey (2012) stated that the handling of resistance is more critical in a change process than the resistance itself. Knowing about and understanding employees' feelings helps in the approach to handle the resistance to change.

Raineri (2011) concurred with Trader-Leigh (2002) about the importance of understanding and considering the needs and interests of employees in order to influence them to support a change process and also to weaken potential resistance. The readiness of employees towards change influences the level of resistance. The readiness to change can be

determined by employees' psychological and behavioural preparedness for change (Weiner, 2009). Employees' level of confidence about change has an influence on resistance to change. Mittal (2012) argued that it should be noted that employees may understand the need of a change but due to some emotions resist accepting it. The reactions of employees to change are influenced by different issues. As stated by Wittig (2012), change has known and unknown outcomes which influence employee reactions. To deal with a change it is important to understand the different types of resistance. There are two common types of resistance, namely individual and group resistance.

2.2.2.1. Group resistance

It is important to understand the source of organisational resistance to change. According to Robbins *et al.* (2009), there are six measured sources of organisational resistance, as illustrated in Figure 2.1.



Figure 2.1: Sources of organisational resistance to change

Source: Adapted from Robbins, S., Judge, T.A., Odendaal, A., & Roodt, G. 2009. *Organisational Behaviour: Global and Southern African Perspectives*. 9th ed. Pearson Education South Africa, Cape Town, p. 409.

- **Structural inertia**

Structural inertia influences resistance when there are informal operations in an organisation during the change (Robbins *et al.*, 2009). Examples of structural inertia are informal selection of members of the project and informal appointment of new employees.

- **Threat to expertise**

A threat to expertise is a change that can take away the power of expertise (Robbins *et al.*, 2009). An example of threat to expertise is technology improvement. This normally results in a threat to expertise as employees fear they will not have jobs.

- **Group inertia**

This is the inertia caused by the influence of a group. Even if an individual wishes to change, the powers of the group influence the resistance.

- **Limited focus of change**

This is when change management does not focus on other impacts or links to that particular project or change. For example, a new system of maintenance is introduced, but the manufacturing crew is not trained in that system – the limited focus is on the maintenance programme improvement only.

- **Threat to established power relationships**

If change comes with a new group that will make decisions it becomes a threat to supervisors and managers (Robbins *et al.*, 2007). The threat is felt if the project team or change agents tend to make lot of decisions not involving the stakeholders.

- **Threat to established resource allocations**

This happens with groups that control large resources. They feel threatened that the change will reduce their budget or resources and thus they tend to operate in an uncomfortable way.

2.2.2.2. *Individual resistance*

The other source of resistance is based on individuals. Change evokes negative emotions in employees, such as loss and feeling under threat, fear of the unknown, or failure, anxiety, lack of trust, and insecurity (Van Tonder, 2009). These are symptoms of individual resistance.

According to Robbins *et al.* (2009), there are five measured sources of individual resistance, as illustrated in Figure 2.2.



Figure 2.2: Sources of individual resistance to change

Source: Adapted from Robbins, S., Judge, T.A., Odendaal, A., & Roodt, G. 2009. *Organisational Behaviour: Global and Southern African Perspectives*. 9th ed. Pearson Education South Africa, Cape Town, p. 408.

- **Habit**

Uncertainty regarding the change may have a psychological impact on individuals. Past habits or ways of doing things that are well known and predictable create an unwillingness to give up to new ways (Brown & Harvey, 2006).

- **Security**

Some people value change based on the outcome thereof. If the change will cause them to lose something of value, such as the way they work, job opportunities, career prospects, and job satisfaction, they resist that change (Hayes, 2014). According to Kreitner and Kinicki (2008), it should not be surprising when middle management

resist restructuring and participative programmes that reduce their authority and status.

- **Economic factors**

There is always a perception amongst most employees that change may come with an impact on incomes. The concern of economic factors like job shortages and inflation cause individual not wanting to accept change routines for doing work (Robbins *et al.*, 2009).

- **Fear of unknown**

According to Kreitner and Kinicki (2008), fear of unknown happens when innovative or radical changes are introduced without warning employees and it causes employees to be fearful of change implications. People become anxious when they have to exchange the old and familiar for something new and uncertain (Brown & Harvey, 2006).

- **Selective information processing**

This happens when employees use their perceptions to accept what they want and ignore what challenges their comfort zones (Robbins *et al.*, 2009).

Both individual and group resistance to change need to be prevented because they can cause the failure of a change process.

2.2.2.3. *Employee involvement to deal with resistance*

One of the best ways to deal with a resisting person is to make the person part of the team and be responsible in reaching the milestone (Morris, 2012). Employee involvement in change decision making is critical for the success of the change and prevention of resistance (Pihlak & Alas, 2012a). It increases employee commitment to change. According to Brown and Cregan (2008), if the employees feel that their involvement in change decision making has some impact, they become more actively involved. This also minimises individual resistance towards change. Robbins *et al.* (2009) said that it is difficult for a person to resist a decision to change in which they participated. However, Kumar, Kant and Amburgey (2007) revealed that employee high involvement can be dangerous. Brown and Cregan (2008) also indicated that the higher involvement of employees may mean managers are not in control of the company, despite the fact that they

are responsible for any outcome of the change. If too many people are involved it could also result in poor solutions and great time consumption (Robbins *et al.*, 2007; Robbins *et al.*, 2009).

Todarita (2010) indicated that individual resistance to change depends on mentality, intelligence, collective mentality, experience, and personal interest. Experienced employees can become demoralised by change (Kurian, Gorcos, Meinke, Thirumavalavan, Mizrahi *et al.*, 2011). This may lead to certain incorrect interpretations of some change decisions and poor outcomes. The way in which a change initiative is perceived will determine whether the person is unwilling to accept, support or participate in the change initiative (Van Tonder, 2009).

2.3. SUCCESS FACTORS OF CHANGE MANAGEMENT

Success factors that are mentioned by most of authors are those that can help to overcome the resistance of change, such as the following:

- Planned change
- Participation of employees
- Management support
- Effective communication
- Control of feedback in progress
- Supporting environment from organisation
- Paying attention to culture
- In line with organisation goals
- Vision and clear goals about change
- Prevent serving bias from change agents
- Training.

2.3.1. Planned change

Planned change explores the change process and it indicates what organisation will go through to achieve the desired change objectives (Gelan, 2011; Ashurst & Hodges, 2010). A detailed analysis of the future and present state leads a long list of things that have to be done in order to make the proposed change a reality (Hayes, 2014).

The risk of a planned change is that it does not consider the organisation's status quo. Brown and Cregan (2008) defined planned change as a deliberate attempt to modify the functioning of the total to improve the effectiveness of the organisation. Bamford and Forrester (2003) stated that planned change is based on the assumption that the organisation can operate normally during that period of change. It assumes that stakeholders under the change are willing and interested in implementing it. This leads to setting objectives in advance that result in a challenge if the conditions change. However, Worley and Lawler III (2006) argued that planned change is a more flexible and holistic approach and it is capable of incorporating transformational change.

Siegal and Stearn (2010) defined change management as a trap taking more time and resources of the business to focus on preparation for change instead of implementing the change. In some situations, organisations will be ready for change, and some changes need quick implementation to build confidence within the organisation. Weick (2011) stated that he prefers emergent change to planned change because emergent change can adapt to environment changes. Emergent change is capable of increasing readiness for and receptiveness to planned change and institutionalises whatever sticks from planned change. Planned change affords a pretext and cover for changes that may be peripheral to the transformational vision but are seen as desirable changes to make (Weick, 2011).

According to Todorita (2010), communication and consultation are important during the planning stage, particularly consultation with relevant stakeholders on choices to be made, such as which method to adopt to implement the change (Hayes, 2014).

2.3.2. Participation of employees

According to Van Tonder (2009), change in an organisation can take place effectively when under the control of change agents and jointly implemented by managers and employees. In this case, change is a collective event as it involves everyone. Change is not just about management and needs employees' support and participation. According to By *et al.* (2011), traditional change management has been led and controlled by managers with subordinates as recipients. In reality, change involves a number of participants working as a team towards the goal.

Organisational change initiatives involve change at individual level, changing employees' behaviour and values in their work for the organisation (Whelan-Berry & Somerville,

2010). Involvement of employees in the design and implementation minimises their resistance (Merrell, 2012). It creates a sense of ownership about organisational change ideas and promotes teamwork. Participation of employees in matters that concern them increases the probability that they will find the programme acceptable (Brown & Cregan, 2008).

Employees play an important role in a change programme as they are directly or indirectly affected by it, and therefore it is important to involve them in the process (Todarita, 2010). According to Aiken and Keller (2009), it is important that employees see the need of change and agree with it. It is not just about informing employees, there has to be an agreement process applied.

Levasseur (2010) indicated that the early involvement of stakeholders in a change implementation will influence their attitudes and behaviour. Brown and Cregan (2008) said that if there is a union in an organisation it should be involved in or supportive of the change programmes. Michel, Stegmaier, Sonntag (2010) mentioned that if employees are willing to support the change, the implementation thereof will be successful.

Many leaders have now realised employees can make change a success or a failure (Rothermel & LaMarsh, 2012). Participation of employees can help to ensure a smooth change process, with great control and analysis of possible pitfalls. Employee participation will ensure more solutions and ideas to deal with potential failures because they know the organisation and are familiar with the areas of change. Participation of employees in change activities increases the commitment to the change initiatives (Whelan-Berry & Somerville, 2010; Levasseur, 2010). This also helps the change vision to move to group level.

In some cases, the employees are not interested in participating in the change decision making, and they interpret invitations to participate as sign of management losing orientation (Pihlak & Alas, 2012a). Change management should be a joint event between management and employees. Collaboration is an important application in engaging all stakeholders properly in a change process (Levasseur, 2010).

Change should not be a task focus only but should mainly have a behavioural focus by paying attention to those who are key in supporting the implementation of the changes (Tanser & Lee, 2012). Kurian *et al.* (2011) mentioned that part of the first stages of change

is to prepare all stakeholders to accept the need for change. According to Rothermel and LaMarsh (2012), one of the key tools for employee participation in change is to help them to understand the change that needs to be implemented. If they do not understand the change, they act as victims and this leads to resistance from them.

Involving employees requires relational or appreciative leadership. Brookes (2011) argued that relational leadership increases employees' engagement and creates a sustainable atmosphere. Involvement is one way of empowering employees and increasing their motivation. Employees who are empowered are more pro-active and self-sufficient in assisting their organisation in meeting their change goals (Brown & Harvey, 2006).

2.3.2.1. Motivation tools for change participation

Employees do need to be motivated to participate in change. It should also be taken into consideration that what motivates one person may not motivate others. Therefore, it is important to understand the organisation's environment and to gain the support of employees through it. Support of the change will increase if it also meets the employees' motives for working for the organisation or their interest in the organisation. In the early stages of the change process, the organisation has to select easy, low risk projects and focus more on excellent clinical outcomes (Kurian *et al.*, 2011). This helps to keep employees motivated.

Brown and Cregan (2008) stated that if employees are involved in decision making it increases better understanding which results in greater motivation. Effective communication is a great tool for motivation during the change process (Merrell, 2012) as employees then feel that they are well informed of the situation. A reward system has been identified as another good motivation tool. If employees are rewarded for their contribution in a change process, they support that change.

2.3.2.2. Reward system to motivate employees

According to Aiken and Keller (2009), money is an expensive tool to motivate people to change. It may not enhance the change to the desired extent due to the cost. Hudescu and Iliş (2011) in their review stated that incentives can be used as motivation to reinforce the change but not to drive it. Any reward system, including money, that takes account of the differences between individual employees can win acceptance of changes (Brown & Cregan, 2008). Which rewards system is suitable will depend on the organisation's change

project. It could be a performance reward system, knowledge-based pay, and even profit sharing at executive level. A reward system can be used to sustain the change. This is part of the unfreezing stage in Levin's model.

Employees do need to be motivated during the change; however, tools must be applied properly. The next important aspect after employee involvement is management support.

2.3.3. Management support

It should be noted that managers are responsible for ensuring that the organisation performs effectively during the change (Hayes, 2014). Managers in a change process comprise the primary interface between the environmental change that demands adaptation by the organisation, and the organisation's employees, who have been redirected in terms of their focus due to change (Van Tonder, 2009).

According to Jamaludin, Abdullah, Yahya and Huridi (2012), it is the responsibility of managers to lead the change by motivating employees towards change so that the organisation can easily adapt to a series of changes. Change leaders' role modelling does not deliver the necessary change impact (Aiken & Keller, 2009). Leaders need to count themselves as part of the required change. The successful implementation of change depends on the commitment and involvement of management and an encouraging environment for employees (Todarita, 2010; Pandey, 2012).

The involvement of leaders increases confidence, clarity and fosters a sense of community for the employees (Merrell, 2012). Top management support has a positive impact on the success of the change and this support has to be present in all stages of the process (Shah, Bokhari, Hassan, Shah & Shah, 2011; Franken, Edwards & Lambert, 2009).

Top management support cannot end after the goals have been initiated and facilitated, but it needs to extend to full implementation, mentorship and monitoring (Masa'deh & Altamony, 2012). However, according to Levasseur (2010), for change management to be successful, the first line managers and project managers must understand the impact of change management principles and acquire the relevant skills. The understanding of line managers will influence and motivate employees about the change. According to Mittal (2012), to implement a successful change it requires management or leadership to be so effective that resistance does not become an issue.

Some of the support from managers can be allocating of resources during the change. Tushman (cited in Whelan-Berry & Somerville, 2010) indicated that for a change to be successful there should be an adequate allocation of resources.

One area of management or leadership support, as mentioned by Siegal and Stearn (2010), is to prevent change management traps or risks by demanding quick results. This will prevent the change from being meaningful to stakeholders.

During the change, the leadership style applied by change leaders plays a role in the success of the change. According to Pihlak and Alas (2012a), the managerial beliefs influence an organisation's culture in many aspects. One of the most important roles that can be played by managers during the change is effective communication. If the change has not been communicated well and in detail it causes resistance (Mittal, 2012). However, Van Tonder (2009) stated that managers who are well informed have a better degree of control than managers who are less informed about change process. Kotter and Schlesinger (2008) concurred that both managers and leaders have to attend three functions:

- deciding what needs to be done during the change,
- developing the capacity for change, and
- ensuring that change is implemented properly.

Another important role of managers during the change is how they support employees who are negatively affected by change. According to Cummings and Worley (2009), when people feel that managers are genuinely interested in their feelings and perceptions, they are more likely to be less defensive and will be more willing to share their feelings. When the employees are open with management about how the change affects them, it increases acceptance and good results. Leaders can use different approaches to gain employees' commitment to the change goals or vision.

The visibility of management during the change also ensures motivation of employees. According to Strebel (cited in Havard, 2006), visibility of senior management to support change projects generates enthusiasm among employees to participate in that new change movement or project. The next important step is an effective communication process during the change.

2.3.4. Effective communication of change

Communication is a very important aspect which impacts or influences the success of change management (Hayes, 2014). It is one of the most important tools to overcome the resistance of change in an organisation. Todorita (2010) stated that there is no suitable formula in developing a successful change; however, effective and efficient communication within an organisation is more significant than the change itself. According to Merrell (2012), good communication during the change will increase understanding and align the organisation from top to bottom.

Morris (2012) stated that some tools for effective communication are to discuss milestones and achievements as well as setbacks. In addition, Kurian *et al.* (2011) stated that providing frequent feedback will accelerate learning and acceptance of the change. Communicating change efforts and organisational success is one way of preventing or eliminating employees' resistance towards change (Whelan-Berry & Somerville, 2010). Good communication positively influences employees' reactions. If employees receive the full facts that clear up any misunderstandings, it will reduce resistance (Robbins *et al.*, 2009). People resist change if they are uncertain about its consequences (Cummings & Worley, 2009).

Effective communication is important in sustaining the momentum and institutionalising change initiatives. Lack of information provided to the organisation members about the reason for change can lead to resistance (Brown & Cregan, 2008). Lack of information increases rumours, gossips and speculations about the impact of change (Cummings & Worley, 2009). Through communication, an employee should understand the change initiative and the progress of an implemented change.

The quality of information during the change is important as it can influence organisation reactions (Wittig, 2012). The quality can be influenced by the process of communicating, including frequency, mode, content and flow of communication. Hayes (2014) indicated that organisational members tend to prefer the more familiar internal information than external information because it is easier to integrate into the prevailing mental models and paradigms that are used for making sense of the situation that confronts them.

Change communication should update employees about early and ongoing successes and problems and resolutions (Whelan-Berry & Somerville, 2010). This also indicates to

employees that the change is well monitored and managed as they receive the correct information. Armenakis (cited in Torppa & Smith, 2011) stated that communication must explain the following:

- Discrepancy: the difference between the organisation's status and the future;
- Appropriateness: how the proposed change addresses the discrepancy;
- Efficacy: whether the organisation has enough capacity to implement the proposals;
- Principal support: support for the initiative which exists at supervisory levels; and
- Valence: whether this change will be beneficial for employees.

However, Cummings and Worley (2009) warned that communication can be a frustrating tool during change management especially if there is an ongoing overabundance of information provided. It is important to control the information provided and to avoid unnecessary or irrelevant information. It is only relevant or important to inform everyone of changes that impact jobs.

It is also important to note the direction of communication during the change in order for the communication to be effective. O'Reilly and Pondy (1979 cited in Hayes, 2014) listed some directionality on the content of the message. Hayes (2014) argued that senders transmitting messages up the organisation tend to send favourable information, while downward messages have a tendency to omit any information that they feel is not directly relevant to the subordinate's task. It is important that communication be controlled properly to ensure that it is effective. This is part of management involvement, namely to ensure that the up and down direction of messages during change is done properly.

Effective communication will depend on the media or channel used to convey the message, e.g. face to face, or direct supervisor conveying the message, or change agents conveying the message, or multiple media (Torppa & Smith, 2011). Change agents play a big role in ensuring change messages are effectively communicated if they are trained properly. One manner of effective change communication is two-way communication styles. Levasseur (2010) explained the effectiveness of two-way communication if it is based on the vision and scope of the proposed change effort. It fosters the level of engagement and involvement, which thereby addresses people's concerns and thus increases commitment and reduces resistance. O'Reilly and Pondy (1979 cited in Hayes, 2014) suggested that written communication may be effective when the sender and receiver have different

vocabularies or problem orientations and that oral communication may be most effective when there is a need to exchange views.

According to Birmingham (2012), it demands great effort to maintain communication during change as people demand information but they do not make use of the opportunities of channels of communication created. When organisations communicate information in a timely manner it reduces the employees' surprise about organisational changes (Brown & Cregan, 2008).

According to Todorita (2010), if things are emphasised it increases chances of a positive perception of change from people. It is therefore vital to consistently communicate change stages in a business. Different perceptions of organisational change arise when there is a lack of specificity and clarity during the communication of organisation change (Van Tonder, 2009). Once the reasons for change are clear and understood there is great chance of acceptance.

Siegal and Stearn (2010) argued that communication of the change milestones without any benefits to the organisation or employees may cause frustration for employees and they may perceive the change as wasteful.

Hayes (2014) warned that the roles of organisational members may affect the effectiveness of communication. The element of trust and power affects the role in change communication. A person can communicate information to a colleague but the same information cannot be communicated to others like an auditor or external consultant.

The success of leading in organisation during change depends on communication. According to Merrell (2012), there are two important factors to consider for communicating change successfully:

- Consideration of the communication in the overall approach to the change, right at the beginning and wired into plan.
- Managers must be used to communicate the change, as they are better at making change a reality to employees.

After an effective communication process, the next step is the control of feedback for a change to be successful.

2.3.5. Control and feedback of progress

According to Michel *et al.* (2010), for employees to co-operate in a change process they need feedback in order to maintain the organisational identification. Feedback helps employees to trust the change. It is true that change is an organic process with many things that cannot be controlled (Birmingham, 2012). However, feedback on progress stimulates interest and support from stakeholders. Charan (cited in Havard, 2006) stated that to deliver negative feedback tests the strength of a leader. Whether the feedback is negative or positive, it has to be done. It is important for the feedback to be honest to ensure that employees are not deprived of the correct information.

The feedback of the change can be assessed using surveys. Senior and Fleming (2006) stated that surveys can be used to assess the attitudes and morale of people across the organisation. In Havard (2006), it is recommended that feedback should be candid, constructive, relentlessly focused on behavioural performance, and ensuring accountability and execution. Feedback from these surveys helps to stimulate discussion of what is working and what is not working, and should result in modifications to the action plan or the way it is being implemented or sometimes to reorientation of the vision.

The next step after controlling feedback is for the organisation to create a supporting environment during the change process.

2.3.6. Supporting environment from organisation

Change management can be successful when there is a consideration of how employees interpret their environment or choose to act (Aiken & Keller, 2009). Grant (cited in Ashurst and Hodges, 2010) stated that for a change to be effective there should be a common language within an organisation. The organisation's environment comprises structures, systems and methods that the organisation must manage. Lanning (2001) pointed out that if that environment does not support the new way of doing business it becomes difficult to get the desired change. Raza and Standing (2011) stated that an ambiguous environment surrounding the change mechanism can develop an attitude of resistance towards change from people.

It is vital to understand the environment of the organisation in deciding the type of change management to apply. Newman (2012) mentioned that if you are working with an organisation that is ready to embrace transformation it becomes an easier concept,

compared to the organisation where change is at the awakening phase. The awakening phase of change may be influenced by the internal and external environment or a sense of urgency that the organisation is facing.

Piderit (cited in Mittal, 2012) said that some resistance to change is created by employees' desire to protect what they feel is the best for an organisation. Kalyani and Sahoo (2011) stated that any change programme should revolve around people, in changing their mindset, behaviour and motivational level. Successful implementation of organisational change depends on employee behaviour and support (Michel *et al.*, 2010). It is important to understand employees' co-operation during change. According to Mcynsey (cited in Aiken & Keller, 2009), only one in three transformations succeed.

Procedural justice is important in gaining the support from the organisation. Procedural justice is an evaluation of fairness in decision making during the change management process (Moorman, 1991). It originates from procedures of an organisation. If the organisation uses a fair decision-making procedure it gains the support from employees as they are able to merge their identity with that of an organisation (Michel *et al.*, 2010). Respect and appreciation influence the support of employees during the change process.

Involving employees in change decision making, increases the employees' appreciation of and pride in the organisation. Aiken and Keller (2009) indicated that the success of the change does not so much rely on how persuasive change leaders are; it relies more on the response of the organisation to the change ideas. It is important that the organisation demonstrates fair and transparent change processes in order to gain support from employees (Michel *et al.*, 2010). It should also be noted that organisation change does not look at the organisation politics and conflicts (Ashurst & Hodges, 2010). It assumes that all issues can be resolved easily.

The next step after creating a supporting environment is to pay attention to the impact that the organisation's culture can have on the change process.

2.3.7. Paying attention to culture

Understanding of organisational culture is critical to change management implementation. According to Decker *et al.* (2012), organisational culture influences organisation effectiveness. Culture is defined as a set of behaviours and values held by members that

distinguishes the organisation from other organisations (Robbins, Judge, Millett & Boyle, 2013).

Organisational change can be based on assertiveness and responsiveness of the company (Senior & Swailes, 2010). The degree of assertiveness is rated on the behaviour of the company as seen by others to be forceful or directive. Culture can be dealt with in various ways; it can either be ignored or managed or changed. According to Senior and Fleming (2006), ignoring culture is not recommended unless the organisation has sufficient resources to draw on if there is a subsequent storm and the possibility of initial downturn in business.

The responsiveness of the company is based on behaviours that are emotionally expressed. High responsiveness, according to Senior and Fleming (2006), refers to employees being positive about and open to the change concepts. Low responsiveness implies that companies tend to be more reserved and closed about the changes. This means the effectiveness of employee involvement is highly influenced by the attitudes and cultural background of individuals (Brown & Cregan, 2008). Todarita (2010) warned that if the change mission is not understood and accepted by all stakeholders it will attract opponents that do not share the same cultural values.

Worley and Lawler III (2006) claimed that the traditional change concept focuses on the temporary status of changing the culture form. It should be understood that culture can develop strong relationships and behaviours among employees. Brown and Harvey (2006) claimed that culture can be an obstacle preventing a company from remaining competitive or adapting to a changing environment. It is noted that culture can be the source of resistance but it does not mean that it has to be changed immediately. Attempting to change culture during the change is too risky and it is therefore recommended to manage change around the current culture or even changing strategies to take account of the culture (Senior & Fleming, 2006). It is important for a change agent to understand and effectively deal with cultural resistance during the change.

The next step for change management success in an organisation is to ensure each change project goal is in line with the organisation's goals.

2.3.8. In line with organisation goals

According Hudescu and Ilieş (2011), part of the success of change implementation is the conformity of a change to organisation goals. Gelan (2011) indicated that change cannot be separated from organisation strategy or goals. The organisation must avoid a chaotic environment. According to Dool (2008), a chaotic environment is when an organisation pursues new and unrelated or conflicting changes simultaneously. This chaos can be increased when an organisation introduces a change while another change is still incomplete.

To be in line with organisational goals also demands a need to balance change with continuity (Sushil, 2012). Every organisation needs stability or it may have chaos. Porter (cited in Decker *et al.*, 2012) indicated that organisation alignment gives the organisation a competitive advantage.

Ashurst and Hodges (2010) indicated that organisation change must implement structures that create an environment for self-organisation. This helps the essential parts of an organisation to respond in time to any further environment changes by applying continuous innovation.

It is important that an organisation applies results-driven change management (Siegal & Stearn, 2010). Results-driven change can be defined as a performance result change, which focuses on what the organisation needs for improvement not just for change. A successful change management process prepares an organisation for the ability to continuously correct or develop new goals and seek out for new solutions (Newman, 2012).

After aligning the goals of a project with the organisational goals, the next step is to ensure the change project vision and goals are clear.

2.3.9. Vision and clear goals of change

According to Whelan-Berry and Somerville (2010), establishing a change vision is the key part of the organisational change. Vision drives an organisation during the change (Kalyani & Sahoo, 2011). The vision can energise commitment to change providing members with a common goal and a compelling rationale for why change is necessary and worth the effort (Cummings & Worley, 2009).

Burnside 1991 (cited in Senior & Fleming, 2006)) described a vision as a living picture of a future, desirable state. It is living because it exists in the thoughts and actions of people, not just in a written commitment. Vision is a picture because it is composed not of abstractions but of images. The effectiveness of change management is determined by the clear vision of the change intents and the purpose (Merrell, 2012). A change project vision must drive the business forward, inspire, and yield sustainable advantage (Senior & Fleming, 2006).

Cummings and Worley (2009) stated that developing a vision is heavily based on people's values and their preferences for what the organisation should look like and how it should function. The living picture of the future must be based on what people view.

Brown and Harvey (2006) stated that the future success of organisational change may depend on how effectively the needs of individual members can be integrated with the vision and goals of an organisation change. Cummings and Worley (2009) concurred with Brown that an effective vision must be driven by people's values and preference for what the organisation should be like.

The change vision is not an executive idea only, but it requires what employees want to see for their organisation. Senior and Fleming (2006) concurred with Brown and Harvey (2006) that the involvement of employees in vision development underlines close linking of the current situation diagnosis and development of a vision for change, and their combined outputs in identifying an organisation's present and desired states.

Once the vision has been developed it needs to be communicated to persuade employees that the change is important (Whelan-Berry & Somerville, 2010). Hayes (2002) indicated that when communicating the vision, people affected by change need to hear the message repeatedly. Kotter asserted that in many change programmes the vision is under-communicated by a factor of ten. Kotter emphasised that communicating a vision involves more than the spoken and written words, it also needs change agents and leaders to 'walk the talk'. However, Senior and Fleming (2006) argued that it not sufficient to merely inform people of the vision and the necessary change. This is because visions are rarely clearly structured and therefore information from all levels of the organisation cannot be ignored.

2.3.10. Prevent self-serving bias from change agents

Change success can be affected by the change agent. According to Senior and Fleming (2006), the qualities and capabilities of the change agents are important to change success. Iljins, Skvarciany and Gaile-Sarkane (2015) stated that every organisational change needs change agents. Change agents initiate and manage change in an organisation (Robbins *et al.*, 2013). Change agents can also affect the flow of communication. As change agents play a big role in directly communicating the change messages to all employees in the organisation, it is easy for them to send a wrong message. Organisational members are aware that the change agents are observing what they say and do and that they may be making judgements about them and their future roles (Hayes, 2014). This may cause some employees not to openly or honestly answer all questions they are asked during change projects.

The last step for successful change management is training and development

2.3.11. Training

Hayes (2002) said that organisational change is typically associated with some degree of individual change, and this individual change is often the outcome of an informal and natural process of learning and development. According to Cummings and Worley (2009), training and development represent an important organisation investment accounting for about 2% of a company payroll. It is imperative to consider proper training during the change for the great future of the company.

According to Morris (2012), one of the best ways of changing people is to train them. Training is linked to and associated with developing an understanding and the necessary skills, values and framework related to the change initiative (Whelan-Berry & Somerville, 2010).

One of the key blocks of the psychology of change management is that employees must have skills required to make the desired changes (Aiken & Keller, 2009). This indicates that change is implemented easier if employees understand the tools used. It was pointed out by Mittal (2012) that lack of knowledge, skills and experience to implement a proposed change leads to resistance to change.

Training of employees will increase valuable skills and ensure the success in the workplace and beyond (Rothermel & LaMarsh, 2012). Goldstein (1993 and others cited in Hayes, 2002) identified that the effectiveness of training involves three main steps: the analysis of training needs, the design and delivery of training, and the evaluation of training effectiveness. The training needs analysis involves the following three steps as stated in Hayes (2002):

- System level review to determine which parts of the organisation will be affected by the change;
- A more focused task analysis to determine how the pattern of task demands and required competencies will change; and
- A person analysis to identify the extent to which existing organisational members possess the required competencies.

Leaders need to be trained about how change feels and be provided with tools to deal with people's responses to change (Birmingham, 2012). It is vital to train leaders in a range of change theories and involve them more actively by equipping them with practical tools (Ashurst & Hodges, 2010). Training leaders or managers on change management tools is the best investment for the business. According to Merrell (2012), 82% of leading organisations provide trainings to managers to help them to manage change.

Change agents or managers may have the best intentions but lack tools and skills to manage the human side. They end up using their common sense which is not enough for change success (Levasseur, 2010). It is important to know exactly what technicality or tool is required to provide the relevant training.

It is important to train employees on goals. Newman (2012) stated that when the change goals are set at the organisational level there must be systems to train at ground level concurrently.

Development and training are aimed to increase the organisation's reservoir of skills and knowledge and can be related to increased retention and performance (Cummings & Worley, 2009).

2.4. EMPLOYEE TURNOVER DURING CHANGE MANAGEMENT

It is good to assess the change. One of the ways to assess the change is to examine the turnovers and the absenteeism rates. Understanding or knowing the turnover and absenteeism rates will indicate the general morale and well-being of employees during the change process (Senior & Fleming, 2006).

According to Dool (2008), there is an inverse relation between change and job stress. Stress can be recognised during change by high turnover, high absenteeism and resistance to change. One of the tools to avoid high turnovers is to reduce the number of change initiatives in the organisation or apply a change management framework that encourages an adaptive organisation.

According to Tanser and Lee (2012), the organisation change opportunity can be used in developing the talent for the future. If the organisation has a high number of long-serving employees but less talent, an organisation change opens the opportunity for new talent. Talent management is important during a change process.

2.5. SUSTAINABILITY OF A CHANGE

Successful change management is one that can be sustained. According to Merrell (2012), the biggest mistake a change manager can make is to use end of project as a finish line. Farquhar, Evans and Tawaday (1989 cited in Senior & Fleming, 2006) said that “A real danger in the process of organisational change is the failure to carry it through sufficiently far. Companies may be tempted to relax when the immediate crisis recedes while they still have not addressed deeper organisational problems which generated crisis”.

Quinn, Amer, Lonie, Blackmore, Thompson and Pettigrove (2012) and Jamaludin *et al.* (2012) agreed with Kotter that leading change has characteristically been a long-term process. Success of change also depends on stability being able to continue with what is good and change that can increase competitive advantages and sustainable business growth. In Lewin’s model, this is called the unfreezing stage of the change process. It helps to create organisational reality and stability.

Change sustainability depends on processes, policies, and technology and proper structures implemented in an organisation during the project. Part of the sustainability can involve recruitment of new staff to close gaps created or identified during the change (Cummings

& Worley, 2009). For the sustainability or consolidation of change, middle managers must play their roles (Senior & Fleming, 2006). Middle managers will make change reinforcement a reality as they close and manage people. They have the power to influence individual or group behaviour towards the change commitments.

The leadership role is important in change sustainability through role modelling the new behaviours (Merrell, 2012). Kotter and Schlesinger (2008) stressed that leaders should take every opportunity to demonstrate benefits and reinforce these changes until they become an accepted part of the culture and the 'way things are done around here'. The reinforcement of changes at Blendcor can be done using management tools, such as management of change, internal audits, control plans, training and competency assessments.

Sustainability is critical to an organisation's change for the future. Organisations must not celebrate one change project success but they must apply all they have learnt from each change to build for the future. Sustainability of change in an organisation will reduce change costs in the future, as the organisation will not make the same mistakes. The failure of an organisation to create a continuously adaptive environment leads to failure in future changes (Hayes, 2002).

2.6. SUMMARY

The literature study has revealed that the magnitude of change management cannot be ignored these days as industry turbulence is high. Successful change management is not easy but it is possible and is necessary. According to Worch, Truffer, Kabinga, Eberhard and Markard (2013), for competitive advantage an organisation needs substantial change with respect to key organisational attributes in order to sustain the firm's long-term prospects and viability. A clear change framework, which is linked to the organisational culture and involves all stakeholders and has their support, will be successful.

It is evident from the literature study that effective change depends on good management, good strategic planning, communication and motivating of the change need within the organisation, good change agents and a good sustainability plan. The research literature disclosed that execution of change in time in an organisation is shaped by how people are managed during the change process. All stakeholders (including employees and managers) in an organisation who are affected by change must know, understand and support the

vision and objectives of the change strategy. A positive organisational environment has to be sustained throughout the change journey in order to minimise resistance. Successful change projects are not based more on reviewing than on time. According to Serkin (cited in Havard, 2006), lengthy projects reviewed frequently are more likely to succeed than projects that are not reviewed. Regular reviewing of the project will improve communication of the status of the project, which in turn motivates employees.

The literature has revealed management support during change is critical for the success of the change programme. Management support will ensure that sustaining change in an organisation will lead to a continuous change status. The literature indicates that this can be done by embedding new principles through training, developing of procedures, and performance rewards. Literature also reveals that the success of processes and principles of change management is directly linked to people management techniques. In any change process, people management is important.

The next chapter presents the methodology used in gathering and investigating information for this research study using the current change process at Blendcor (Pty) Ltd.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The literature review has identified gaps which an organisation needs to consider in order for change management to be successful. This chapter discusses the research design and methodology used in investigating and gathering information about perceptions of change management at Blendcor (Pty) Ltd. It focuses on issues associated research design, sampling instruments, sampling procedures and processes as well as pretesting and validation. According to Sekaran and Bougie (2011), research that is done to improve the understanding of problems that occur in organisational settings and to seek methods to solve the problems is called basic, fundamental or pure research.

3.2. RESEARCH METHODOLOGY

It is important to use methods that will achieve the research objectives during the research. According to Kothari (2008), systematic and scientific procedures are appropriate if the researcher aims to discover the hidden answers and knowledge of the specific problem. Research methodology is the philosophy of the research process (Bailey, 2005). Botha (2006) indicated that research methodology identifies the methods and procedures for collection, measurement and analysis of data that the researcher applies in the study. According to Gill and Johnson (2010), the research question determines what research methods need to be applied. The main question relevant to this study was the following:

- What are the perceptions about change management at Blendcor?

For this study, the quantitative scientific method was used. The scientific method is determined by three core features, namely a systematic approach, control in the process of obtaining information, and the results can be replicated (Welman, Kruger & Mitchel, 2010). This study used non-experimental research, which was done by means of a survey study. A survey study provides the advantage of sampling a large group of randomly selected people to measure their attitudes and behaviours (Vanderstoep & Johnston, 2009).

3.3. AIM AND OBJECTIVES

The aim of a study is a statement indicating what the research seeks to achieve and the objectives are the specific issues to be investigated in relation to the overall aim (Sekaran & Bougie, 2010). Research objectives are the important points which the study sets out to achieve and from which the research questions would be determined (Sekaran & Bougie, 2010; Welman *et al.*, 2010).

3.3.1. Aim

The aim of this study was to determine the effect of change management in organisations by critically analysing the perceptions about change management at Blendcor.

3.3.2. Objectives

The study had the following objectives:

- To determine the understanding of change from employees' perspectives.
- To determine the employees' level of interest in change.
- To identify perceived problems of change management.
- To determine the possible benefits of the change for the organisation.
- To establish the possible barriers of the organisational change.
- To investigate whether there is a link between the employee turnover and the current change.

3.4. PARTICIPANTS AND LOCATION OF THE STUDY

The next step was to determine who from Blendcor would form part of the study. It is important to know participants' roles in the study. Roles are determined during the planning and initiation level. Alreck and Settle (2004) said that the major focus of survey roles is on the sponsor, the designer and the respondents. For this study, Blendcor was the main sponsor of the study. The gatekeeper's letter was received to conduct the study in the organisation; using Blendcor employees as respondents. According to Welman *et al.* (2010), it is not practical and cost effective to involve all the members of the population you have chosen for research because the population is too large, and therefore a sample should be used to collect data (Welman *et al.*, 2010). The privacy and anonymity of respondents was maintained using the online survey tool, QuestionPro, to control their privacy. The study was located at Blendcor and the targeted respondents were Blendcor

employees, contractors and Shell and BP Lubes supply chain employees. The survey research was conducted on the population that is directly involved with Blendcor, or has been directly involved with Blendcor as from 2011.

3.5. DATA COLLECTION STRATEGIES

Data can be collected from primary or secondary sources. Secondary data is information gathered from resources that already exist, such as published records, company websites and company archives (Sekaran & Bougie, 2011). Secondary data is collected from any individuals other than the researcher but primary data is collected by the researcher for the purpose of their own study (Welman *et al.*, 2010). The primary source of data was used for this study. The data was collected directly from employees by means of a survey. Primary data can be collected using interviews, administering questionnaires or surveys, and observations of groups (Sekaran & Bougie, 2011). The questionnaire format was used to survey the selected sample at Blendcor and was administered by QuestionPro. The questionnaire was developed as part of the proposal that was submitted to gain ethical clearance from the university authority. The questionnaire was developed in QuestionPro, an electronic online system for surveys. According to Sekaran and Bougie (2011), online questionnaire surveys are easily designed and administered when computers are connected to networks. The researcher requested the human resources (HR) and information technology (IT) departments at Blendcor to use organisation resources and information. The IT department approved the sending of emails from Questionpro to Blendcor personnel. The IT department also provided the researcher with staff email addresses and the questionnaires were sent to those addresses from Questionpro. A hardcopy version of the survey was sent to employees who did not have a computer and internet access. All participants were randomly selected as per the sample design that is discussed in the next section.

3.5.1. Sampling

Sampling is a process of selecting the right individuals as a representative of the entire population of the study (Sekaran & Bougie, 2011). A sample can also be defined as a set of responding people selected from a larger population for the purpose of conducting a survey (Herbst & Coldwell, 2004). The sampling process was used in this study to select the population of the research.

According to Vanderstoep and Johnston (2009), sampling is important because in most cases it is not practical to study all the members of the population. Sampling involves choosing the participants for the study (Marlow, 2011). In this study, a representative sample was required to run the survey. A representative sample has the same distribution of characteristics as the population from which it is selected (Vanderstoep & Johnston, 2009; Welman *et al.*, 2010; Marlow, 2011). Cooper and Schindler (2003) stated that if some elements in a population are selected using the sampling method, the test results can be used to draw a conclusion about the entire population.

3.5.2. Population

Population is a theoretical construct and refers to the entire group of people, events or things that the research wants to investigate and that has the characteristics required for the study (Sekaran & Bougie, 2011; Marlow, 2011). Sekaran and Bougie (2011) indicated that the population must be defined in terms of elements, geographical boundaries and time. The population of this study comprised of Blendcor employees, contractors at Blendcor, and BP and Shell staff who are directly involved in a supply chain with Blendcor and located at Blendcor. All members of the population were located at Blendcor situated at Island View, in Durban. At the time of the study, members of the population had been at Blendcor prior to June 2013. The population for this study was not restricted to race, gender, position, qualification or experience. The population had to include any person who is or has been at Blendcor during the change that started in 2012.

The population figure was extracted from the Blendcor IT department using the data for employees and contractors who were registered to Blendcor timekeeping system in January 2012. The population of 250 employees and contractors was used to run the study. The sample was used as a sub-group of the population.

3.5.3. Sampling design

Generalisation is used by researchers but it must be based on how well or how closely the sample findings represent the population (Vanderstoep & Johnston, 2009; Welman *et al.*, 2010). Sampling is the process of selecting an adequate number of the right elements from the population, so that a study of the sample makes it possible for one to generalise to the population elements, including those not selected in the sample (Sekaran & Bougie, 2011).

It is important for the sample to best represent the characteristics of the population (Vanderstoep & Johnston, 2009).

According to Sekaran and Bougie (2010), deciding on which sampling technique to use depends on the following factors:

- Extent of prior knowledge in the area of research undertaken;
- Main objective of the study; and
- Cost and time of the study.

There are two types of primary sampling techniques, i.e. probability and non-probability sampling (Herbst & Coldwell, 2004; Sekaran & Bougie, 2011; Welman *et al.*, 2010). In probability sampling, elements in the population have a known chance of being selected for the sample (Marlow, 2011; Sekaran & Bougie, 2011). Simple random sampling is the recommended probability sampling method (Sekaran & Bougie, 2011; Welman *et al.*, 2010). According to Marlow (2011), simple random sampling is the easiest of the sampling methods and it is where each element of the population has an equal chance of being selected for the sample. The problem with simple random sampling is that it is easy if the sampling frame is computerised, and difficult for manual sampling. A simple random sample was not suitable for this study due to the sample size, which was wide and varied considerably.

In non-probability sampling a researcher is allowed to handpick the sample according to the nature of the research problem and the phenomena under study (Marlow, 2011). According to Sekaran and Bougie (2010), for non-probability sampling the design population elements do not have the probability of being chosen as sample subjects. For this study, a non-probability sampling method was used. Non-probability is limited in terms of generalisation but it has an advantage of being less complicated and more economical in terms of time and cost (Welman *et al.*, 2010). In the non-probability sampling for this study, purposive quota sampling was used. This was decided because the population that was required for this study had sub-groups. Purposive quota sampling was done to ensure that the results from the study provide a true reflection of the main objective, which is to understand the perceptions of the Blendcor change programme.

Sekaran and Bougie (2010) stated that purposive sampling relies on the researcher to target specific groups who will conform to a criteria set and provide the desired information. In

quota sampling, the sample comprises a proportion of the groups that represent a population but are selected non randomly (Sekaran & Bougie, 2010; Welman *et al.*, 2010). In some respects, quota sampling is similar to stratified random sampling, except that the randomness is not applied in selecting elements as it is done with stratified sampling. For this study, the quota sampling sub-groups were selected from Blendcor employees, contractors and shareholders (i.e. BP & Shell employees).

Blendcor change does not have a direct impact only on Blendcor employees but it includes BP and Shell employees and contractors as they contribute to the running of the business. Therefore, the population size was based on all people that are directly affected by Blendcor change.

The Blendcor population data as at January 2012 was used to obtain the population size. The population for this study was divided as listed in Table 3.1 below.

Table 3.1: Population breakdown at Blendcor

Group type	Population	Proportion
Blendcor employees	141	56.4%
Contractors	94	37.6%
BP & Shell	15	6%
Total	250	100%

Source: Blendcor HR. 2014. *Blendcor Labour Turnover Stats*. Bluff: Blendcor.

The population breakdown in Table 3.1 was used as a sample frame. A sampling frame is a full list representation that has unit of analysis mentioned only once (Welman *et al.*, 2010). The sample for this study was drawn as per the population proportion indicated in Table 3.1.

3.5.4. Sample size

According to Marlow (2011), sample size depends on the research approach, and in probability sampling a large sample is recommended. Welman *et al.* (2010) stated that if the sample size is large the error of generalising to the population will be low. The sample size has to be adequate for the desired level of accuracy and confidence in order to meet the research objectives ((Sekaran & Bougie, 2011). According to Herbst and Coldwell (2004), Welman *et al.* (2010), choosing the sample size, is governed by the following:

- Research objective;
- Confidence that the data represents the population;
- Margin of error that can be tolerated;
- Types of analysis that will be undertaken and cost of time;
- The size of the population from which the sample will be drawn.

The sample size was determined by using 250 population elements with a 95% confidence level and a 5% confidence interval (Sekaran & Bougie, 2011). The sample size of 152 was used for this study. According to Rorabacher (1991), confidence levels frequently used for tests involving the rejection of data are 99%, 95% or 90%. A confidence level of 95% is conventionally accepted for most business research (Sekaran & Bougie, 2011). Rorabacher (1991) stated that operating at the 95% confidence level ($\alpha = 0.05$) provides a reasonable compromise. According to Sekaran and Bougie (2011), the confidence level indicates how certain that estimates that are made will really hold true for the population. For this study, there is a 95% certainty that a 152 sample size is a true representation for 250 population elements. Sampling marginal error represents the extent to which sample values will differ from those of a population (Marlow, 2011). Sampling error (margin of error) indicates the lack of fit between sample and population (Welman *et al.*, 2010). Sampling error is more accurate in the probability sampling (Welman *et al.*, 2010). In this study, the sampling error could not be calculated as the study made use of non-probability sampling; however, the sample size was calculated at the 95% confidence level, which indicates 5% expected margin of error. The sample size of 152 is good for a research objective which needs a high confidence level. The breakdown of a sample size as per population is indicated in Table 3.2.

Table 3.2: Sample breakdown at Blendcor

Group type	Population	Population Proportion	Sample size	Sample Proportion
Blendcor employees	141	56.4%	86	56.6%
Contractors	94	37.6%	57	37.5%
BP & Shell	15	6%	9	5.9%
Total	250	100%	152	100%

Source: Adapted from Blendcor HR. 2014. *Blendcor Labour Turnover Stats*. Bluff: Blendcor.

The study survey (questionnaire) was distributed to participants using emails and the manual approach as per proportions listed in Table 3.2. The sample should bear some proportional relationship to the size of the population from which it was drawn (Cooper & Schindler, 2003). The researcher of this study has 15 years of experience at Blendcor. This was an advantage as it enabled him to select people who would truly provide a proper mix of all job types and experience in the groups. A period of two months was used to distribute and collect the surveys and to capture the respondents' returns.

3.6. RESEARCH DESIGN AND METHODS

3.6.1. Description and purpose

The research used quantitative methods of data collection; using primary sources via a questionnaire survey. Descriptive and inferential methods were used to analyse the results from the quantitative study. Descriptive methods analyse and summarise data to describe what is found in a dataset (Marlow, 2011). Inferential statistics are concerned with inferences that can be made about population indices obtained from samples. Brooks and Hestnes (2010) indicated that quantitative research is more objective and deductive compared to qualitative research which is subjective and exploratory. For this study, the primary data collected and the quantitative analyses were used to understand perceptions of employees about the change management at Blendcor, which needed a more objective and deductive research method. The descriptive method was used to describe the characteristics of an organisation during the change. The data was captured and analysed on the QuestionPro electronic system.

3.6.1.1. Construction of the instrument

In this study, a questionnaire was used as the instrument to collect data. According to Marlow (2011), a questionnaire is defined as a set of formalised written questions which are used by respondents to record their answers with rather closely defined alternatives. Questionnaires are an efficient data collection instrument only if the researcher has the knowledge of what is required and how to measure the variables of interest (Sekaran & Bougie, 2010; Marlow, 2011). Marlow (2011) stated that a questionnaire is a preferred data collection process if the following conditions are applied:

- A high rate of response rate is not a top priority.
- Anonymity is essential.

- Budget is limited.
- The respondents are literate.

For this study, the questionnaire was chosen based on anonymity, low cost, ability to obtain useful data and ease of administration to the sample mix. According to Sekaran and Bougie (2010), the questionnaire can be personally administered, mailed to respondents or electronically distributed. The advantages and disadvantages of questionnaires types are indicated in Table 3.3.

Table 3.3: Advantages and disadvantages of questionnaires

Mode of data collection	Advantages	Disadvantages
Personally administered questionnaires	<ul style="list-style-type: none"> Can establish rapport and motivate respondents. Doubts can be clarified. Less expensive when administered to groups of respondents. Almost 100% response rate ensured. Anonymity of respondents is high. 	<ul style="list-style-type: none"> Organisations may be reluctant to give up company time for the survey with groups of employees assembled for the purpose.
Mail questionnaires	<ul style="list-style-type: none"> Anonymity is high. Wide geographic regions can be reached. Token gifts can be enclosed to seek compliance. Respondents can take more time to respond at convenience. Can be administered electronically, if desired. 	<ul style="list-style-type: none"> Response rate is usually low. A 30% rate is quite acceptable. Cannot clarify questions. Follow-up procedures for non-responses are necessary.
Electronic questionnaire	<ul style="list-style-type: none"> Easy to administer. Can reach globally. Very inexpensive. Fast delivery. Respondents can answer at their convenience as with the mail questionnaire. 	<ul style="list-style-type: none"> Computer literacy is essential. Respondents must have access to the facility. Respondents must be willing to complete the survey.

Source: Adapted from Sekaran, U. & Bougie, R. 2011. *Research Methods for Business*. 4th ed. Wiley & Sons, West Sussex, p. 212.

For this study, an electronic questionnaire was used in developing a survey. Copies of the survey questionnaire were distributed by email and manually. QuestionPro is an electronic system that was used to design the questionnaire and to administrate electronic returns. E-mailed questionnaires were distributed using the Questionpro email process. All returns were electronically posted back to QuestionPro for analysis. Personal administration was done for questionnaires that were distributed manually to participants in their working areas.

Nomination of respondents was done as per the sample design criteria that have been described. The questionnaire that was manually distributed to respondents was a five-page hard copy version printed from QuestionPro. The results of these questionnaires were also captured on QuestionPro. Quick responses were enabled and any misunderstanding of questions was explained immediately by the researcher. This personally administered process minimised system errors that could have happened due to the inability of others to use the electronic questionnaire process.

Questionnaires can be structured or unstructured. Marlow (2011) stated that when behaviours are known and categorised prior to the observation and with an intention of collecting quantitative data, the structured questionnaire is the best option. In the structured questionnaire used in this study, questions and answers were specified and respondents' own answers were kept to minimum except for the last question, which required comments.

3.6.1.2. Recruitment of study participants

Recruitment of participants for this research study was done using quota sampling which is a non-probability method, as explained in Section 3.5.4 (Sample size). The target participants were Blendcor employees, contractors and BP and Shell employees as indicated in Table 3.1 and Table 3.2

3.6.2. Questionnaire design

According to Sekaran and Bougie (2010), designing of the questionnaire is based on the following three principles:

- Wording of questions;

- Planning of issues with regard to how the variables will be categorised, scaled or coded after receipt of responses;
- The general appearance of the questionnaire.

Designing of the questionnaire should also be based on previous research on the topic or related topics (Welman *et al.*, 2010). In this study, the design of the questionnaire was based on questionnaires of previous studies with a similar topic. The similarities from previous studies related to planning, appearance of questionnaire and partial wording of questions.

There are eight considerations, suggested by Welman *et al.* (2010), which were applied when formulating the questions for this study:

- Closed-ended questions were used for the multiple-choice questions. This was done to ensure that the respondents merely ticked the appropriate answer in the list of answers provided.
- Words/terms were used that could accommodate all literacy levels of participants, even low-level operators.
- All questions were worded so as not to offend anyone. This was approved by the ethics clearance committee issuing an approval letter that stated the questions would not offend anyone.
- Questions were brief and clear in meaning, and ambiguity was avoided.
- Neutrality was maintained as respondents simply had to choose the best and were not forced to reveal sensitive or confidential issues.
- A justified sequence was used with the section based on demographics.
- Questions were based on the problem as per the study, mostly derived from previous studies with a similar topic. A few questions were directed to the objective of the study.
- The questionnaire was printed and piloted and was accepted by all five people who were part of the pilot.

All questions in the study except for the last one used the scale mechanism. Sekaran and Bougie (2011) defined scaling as a tool by which participants in the study are distinguished to determine how they differ from one another regarding the variables of the study. As part of the format, the scales that were chosen included nominal, ordinal, ratio and interval

scales. A nominal scale was used for the demographics. An ordinal scale was used to rank the order of importance. A ratio scale was used for demographics regarding age range and experience range. An interval scale was mostly used to identify the magnitude or differences of perception of change management at Blendcor. For rating, the following scale types were used:

- Rating scale.
- Dichotomous scale, which was used mostly in the demographic questions.
- Likert scale which indicates the degree to which the respondent agrees or disagrees. It was also used to determine the importance magnitude of respondents.

All questions were designed with the aim to avoid response errors, like stringency errors and logical errors. A stringency error is when a respondent tends to rate everything too strictly (Welman *et al.*, 2010). The logic error is when the rating tends to be the same, using the logical relationship of questions. To prevent such errors, the statements that were used in sections of the questionnaire were mixed. Some statements indicated positive and other negative perceptions about change management. This was designed to force the respondent to read all questions. The electronic questionnaire was designed with interlocks to prevent non-response errors. Each page required a respondent to answer all questions before moving to the next page. If a question was skipped by the respondent, the system would issue an error and would not allow the respondent to continue to the next section of questions.

3.6.3. Pretesting and validation

It is useful to test the newly developed research instrument before it is used with the actual sample (Welman *et al.*, 2010). There are different types of testing which are used depending on researchers. Pretesting is done to check reliability, validity, ethics and ambiguity of statements (Vanderstoep & Johnston, 2009; Sekaran & Bougie, 2010; Welman *et al.*, 2010). To run the pre-test of the study questionnaire, three methods were used for this study:

- supervisor checks
- pilot test
- ethical clearance submission.

The questionnaire was first designed and submitted to the researcher's supervisor who checked the design layout, wording and the reliability of questions. The questionnaire was then corrected as per supervisor editorial comments.

According to van Teijlingen and Hundley (2002), a pilot study is a mini feasibility study of specific pre-testing of a particular research instrument such as a questionnaire. For this study, a pilot study was conducted using a small group of five individuals who were representatives of the population. The pilot study was done to check whether questions were clear. It was also done to check how long it takes to complete the questionnaire. It took an average time of eleven minutes to complete the questionnaire.

Ethical clearance is a prerequisite for any research study at the University of KwaZulu-Natal. This has to be obtained before the questionnaire is distributed. This is done for ethical purposes to ensure that questions do not contain anything that could be offensive to anyone and that questions are not discriminatory. The final design of the questionnaire was then submitted to the University of KwaZulu-Natal for ethical clearance. This clearance was granted.

3.6.4. Administration of the questionnaire

As indicated in Section 3.6.1.1, there were two types of respondents in this study. One was a group that had access to the internet and this group was electronically surveyed. The second group did not have internet access and was surveyed by means of a hard copy questionnaire printed from QuestionPro.

The first group's questionnaire was administered using QuestionPro, which is an online software programme. The online software was using participants' emails. QuestionPro indicated all returns that were completed, as well as incomplete copies and returns with errors. QuestionPro shows the number of surveys viewed. It is able to show the response percentage and average time taken by respondents to complete the questionnaire. QuestionPro has an option for the researcher or administrator to remind the participants to respond by resending the survey to their emails. This helped in this study to minimise the non-response rate.

The second group of participants with the manually collected surveys was administered by the researcher who was assisted by a neutral student from Blendcor learnership 2012. The

student distributed and collected the questionnaires. The administration had to ensure that all surveys reached the right people as per the sample design. The researcher also checked the number of returns and manually captured all returns on QuestionPro. The non-response rate of the manual surveys was 0%.

3.7. ANALYSIS OF DATA

All data was finally captured on QuestionPro which electronically analysed it. Sekaran and Bougie (2010) indicated that all collected data from a sample needs to be analysed to test the research hypothesis. It is important to check that the data is accurate for further analysis (Sekaran & Bougie, 2010; Vanderstoep & Johnston, 2009).

The data gathered was analysed and presented using descriptive and inferential statistics that were accompanied by the researcher's remarks and explanations of some features that transpired during the analysis of data. When analysing the data it was coded, formatted, tabulated and edited to check the reliability and validity thereof. Descriptive statistics helps the researcher to gauge the reaction of respondents to study questions (Welman *et al.*, 2010). Inferential statistics enables a researcher to draw conclusions about unknown parameters of a population (Welman *et al.*, 2010; Sekaran & Bougie, 2011).

3.8. SUMMARY

This chapter has provided a detailed account of the research methods that were applied for the study. All the various techniques used to conduct the study were explained in detail, including the questionnaire design and administration, sampling process and data analysis. The insights gained from this chapter are used in Chapter 4, which deals with the presentation and discussion of results obtained from completed questionnaires.

CHAPTER 4

PRESENTATION AND DISCUSSION OF RESULTS

4.1. INTRODUCTION

Chapter 3 discussed the methodology that was applied in this study. The researcher analysed the data that was obtained and this chapter presents the findings of the data analysis. The presentation is in the form of graphs, tables and the statistical techniques that were applied. The aim of this presentation is to provide a usable report from the completed survey, which the organisation can use in a decision-making process.

4.2. TREATMENT OF DATA

Treatment of data is important in ensuring the data is in the right form and can be analysed (Sekaran & Bougie, 2011; Cooper & Schindler, 2003). The organisation of data is critical for making conclusions about the research. One of the methods in data treatment that was applied was editing of the data. This was done to check how clean the data was in order to ensure accurate analysis of the data. According to Sekaran and Bougie (2010), data editing ensures the ability to detect and correct illogical and inconsistent or illegal data and omissions in the information returned by the participants of the study.

In ensuring the proper treatment of data, confidentiality was maintained throughout. Most of the questions used codes and the Likert scale. Analyses were done electronically using QuestionPro and Statistical Package for the Social Science (SPSS). The response rate is indicated on Table 4.1.

Table 4.1: Survey response rate

Started	Completed	Completion rate	Drop outs	Time to complete
154	130	84%	24	7 min

Table 4.1 illustrates that 154 participants started the survey, and 130 completed it, which gives an 84% response rate. The incomplete data was not used in the analysis and interpretation of the study. The questionnaire was aimed to take 10 to 15 minutes, but the average time taken to complete the survey was seven minutes with an overall response rate of 84%, which is good. According to Dawson, Doll, Fitzpatrick, Jenkinson and Carr

(2010), a response rate of 80% at base line is very acceptable. For this study to obtain an above 80% response, having used both online and manual data collection, was good. This indicates that respondents did not have many problems with the survey and the level of acceptance of the survey was high.

4.3. RELIABILITY OF THE QUESTIONNAIRE

The questionnaire for this study had 25 questions mostly based on the Likert scale type and dichotomous scale. The reliability of the study was evaluated based on Cronbach's coefficient alpha. Sekaran and Bougie (2010) stated that Cronbach's alpha is a reliability coefficient that specifies the correlation of items in a group. It measures the internal reliability of various items used in the questionnaire in collecting the data. The Cronbach results of this study are indicated in Table 4.2 below.

Table 4.2: Reliability scale using Cronbach's coefficient alpha

Reliability Statistics

Cronbach's alpha	Cronbach's alpha based on standardised items	No of items
.797	.803	24

According to Bryman and Bell (2011), Cronbach with a value 0.75 or higher is considered very good; between 0.6 and 0.75 is rated as good and between 0.4 and 0.6 is regarded as fair. For this study, the Cronbach's alpha is 0.797 indicating that there was very good internal consistency and the questionnaire was reliable.

4.4. DEMOGRAPHIC PROFILE OF RESPONDENTS

The demographic profile for this study includes the gender, years of respondent in the business, age range, job title and employment status (contractor or fully employed or customer).

4.4.1. Gender profile

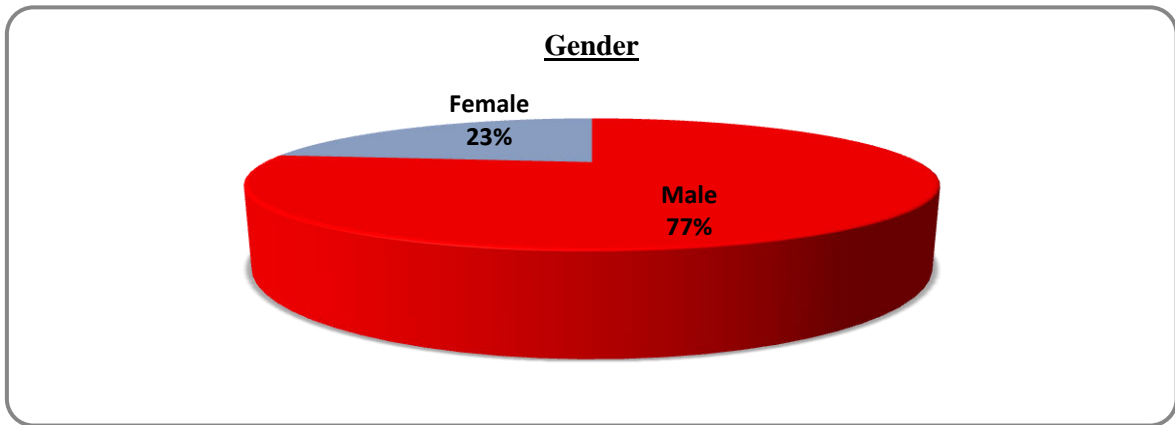


Figure 4.1: Gender of respondents

Figure 4.1 indicates that of the 130 respondents, 23% were females and 77% were males.

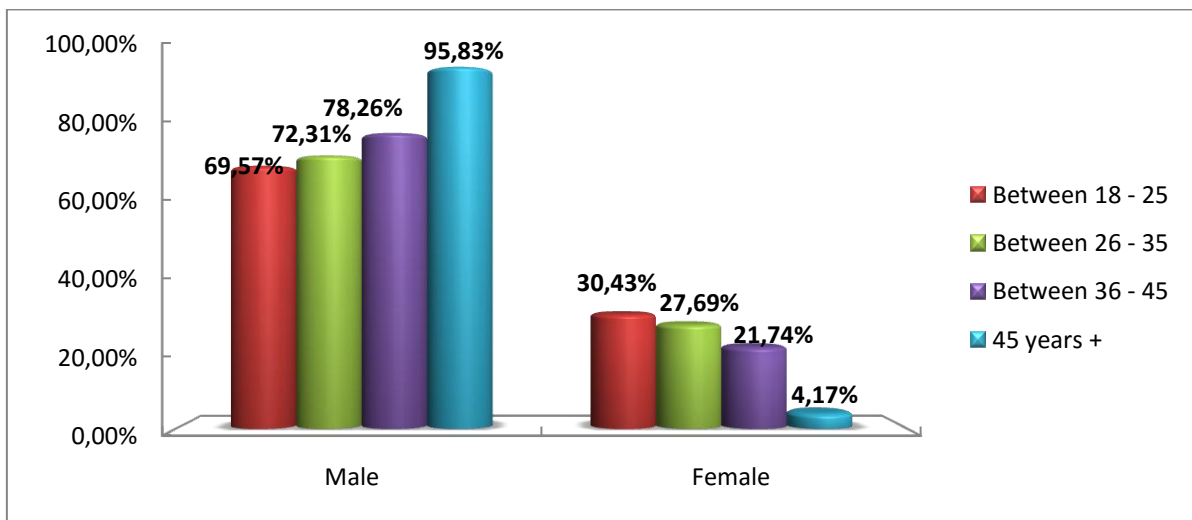


Figure 4.2: Ages vs. gender

It is evident in Figure 4.2 that Blendcor respondents are of varying age groups. In the younger age group of 18 to 25, 30% of the population were females and 70% were males.

4.4.2. Respondents' number of years at Blendcor

Figure 4.3 below graphically illustrates how long respondents have been at Blendcor.

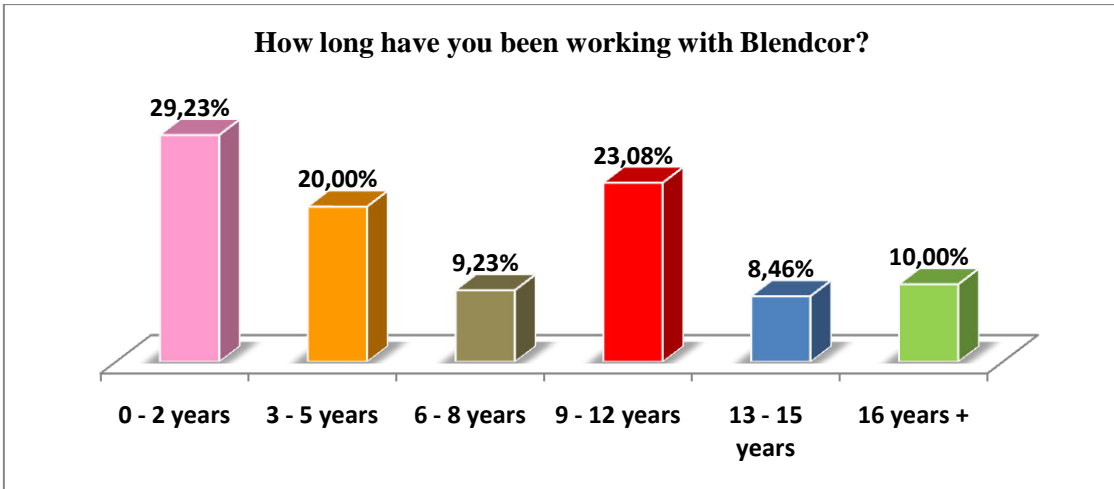


Figure 4.3: Respondents’ number of years in the business

The study indicated that the majority of the respondents, comprising 29.23% of respondents, have been at Blendcor for two years or less. The second biggest group of respondents have been at Blendcor between 9 to 12 years, while the smallest group comprised the respondents who have been at Blendcor between 13 and 15 years.

The illustration in Figure 4.3 indicates that 59% of the respondents have been at Blendcor for eight years or less compared to 41% of group who has more than eight years of experience. These results could be indicating that Blendcor has a high number of new employees.

Table 4.3: Analysis of respondents’ years in the business

Frequency accumulation in details

How long have you been working with Blendcor?			
No of years	% share	Frequency	Frequency accumulation
0 - 2 years	29,23%	38	29,23%
3 - 5 years	20,00%	26	49,23%
6 - 8 years	9,23%	12	58,46%
9 - 12 years	23,08%	30	81,54%
13 - 15 years	8,46%	11	90,00%
16 years +	10,00%	13	100,00%
Total	100,00%	130	

This data in Table 4.3 shows that Blendcor has a good mixture of new employees and number of experienced employees. The accumulation calculation, as illustrated in Table 4.3, was done to measure the percentage changes in the various number of years levels. It is evident from Table 4.3 that 81.54% (106) of respondents had 12 years or below in terms of experience.

4.4.3. Age range

Figure 4.4 shows that the majority of the respondents in the study belonged to the age group between 26 years to 35 years. This indicates that the majority of the population at Blendcor was between 26 and 35 years of age. The illustration in Figure 4.4 shows the bimodal class of 16.92% for the groups between 18 to 25 years and 36 to 45 years, which were the lowest age groups at Blendcor.

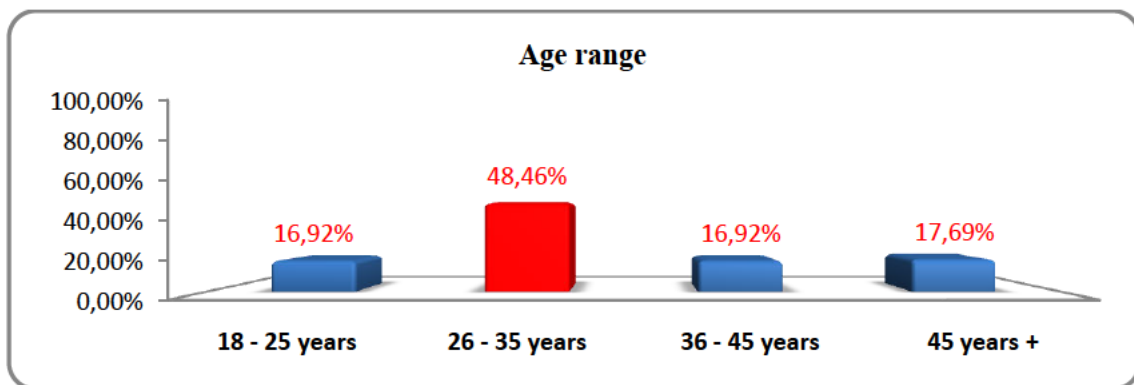


Figure 4.4: Age range of respondents

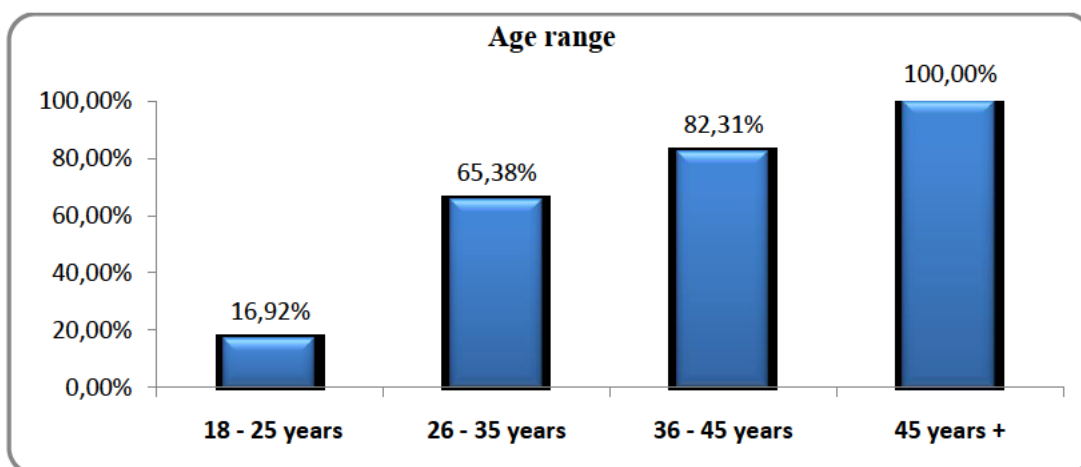


Figure 4.5: Age range accumulations

It is evident from Figure 4.5 that 82% of the respondents were between 18 and 45 years. The age range of respondents between 18 years to 35 years is 65%, which indicates that Blendcor has a high percentage of young employees.

4.4.4. Job title

The results of the job title of respondents in Figure 4.6 indicate that the majority of the respondents (47%) were operators. There were respondents with different job designations (more than 8 different designations) who participated in the study. The study included nine job titles. No responses were received from people at director level. The respondents represented a true reflection and mixture of job designations at Blendcor.

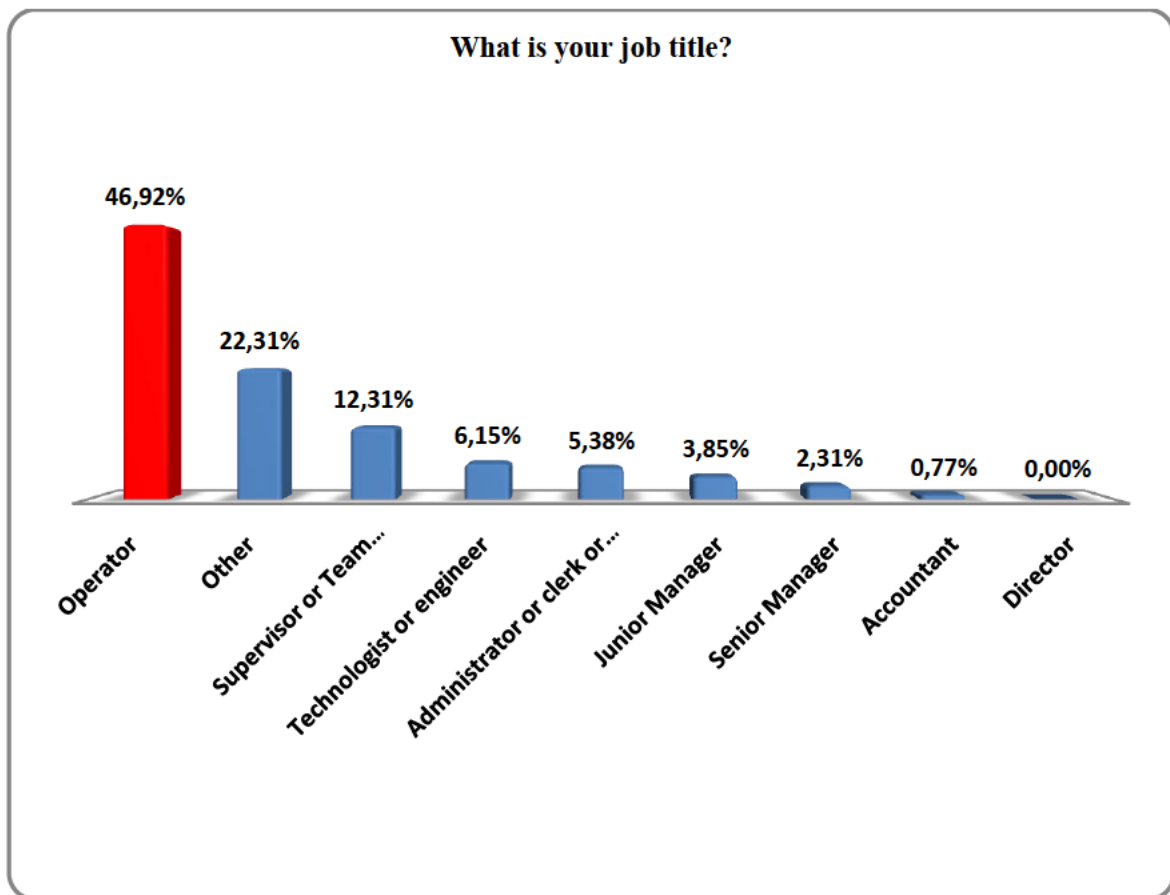


Figure 4.6: Job titles of respondents

4.4.5. Employment status

The employment status in Figure 4.7 indicates that of the 130 respondents, the majority (57%) were fully employed at Blendcor. It also indicates that the study covered all stakeholders who were involved in Blendcor's change management. Shell and BP employees represented 5% of those working at Blendcor.

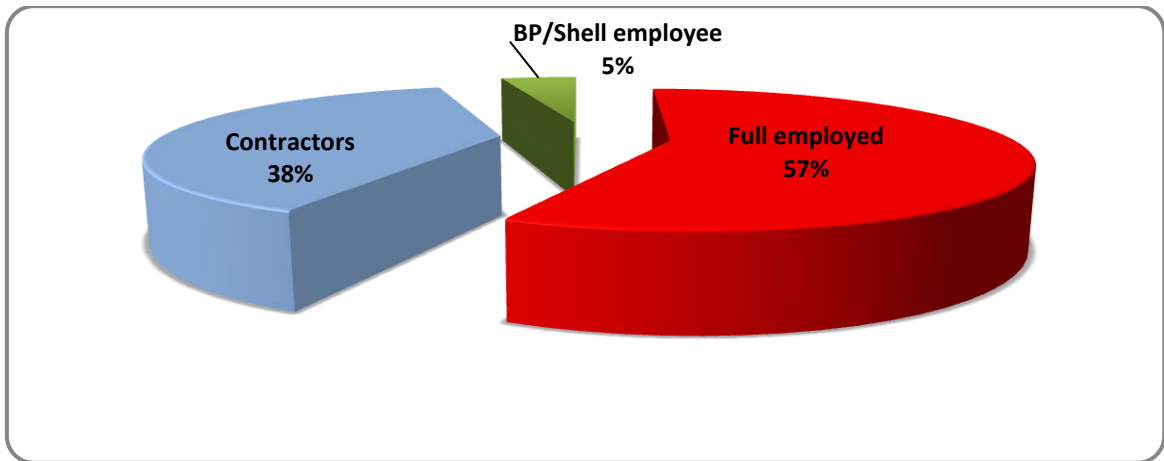


Figure 4.7: Employment status

4.5. OBJECTIVES OF THE STUDY

In order to meet the requirements of each objective, specific questions were developed for the survey. The results were analysed as per objective and the necessary correlations and tabulations were used.

Objective 1: To determine the understanding of change from employees' perspectives

To determine the understanding of Blendcor employees about change, questions were analysed as below.

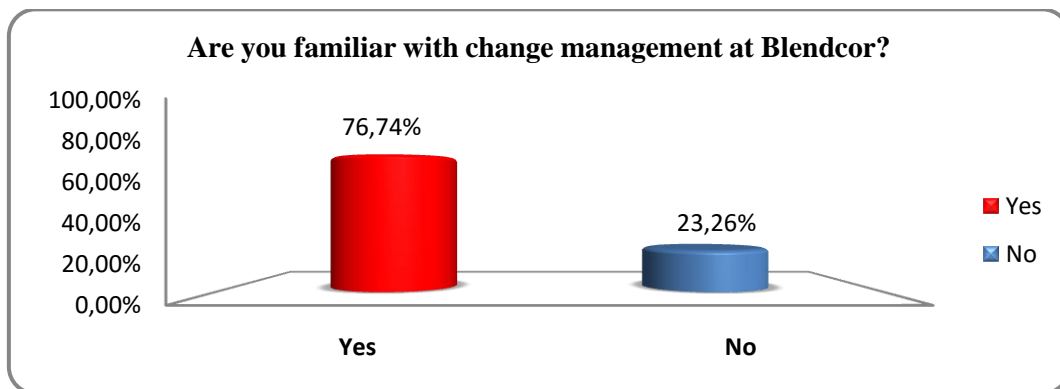


Figure 4.8: Awareness of change management

Based on the question in Figure 4.8, 76.74% of the respondents agreed that that they were familiar with the change management. It is evident as per Figure 4.8 that most of employees at Blendcor were familiar with the change.

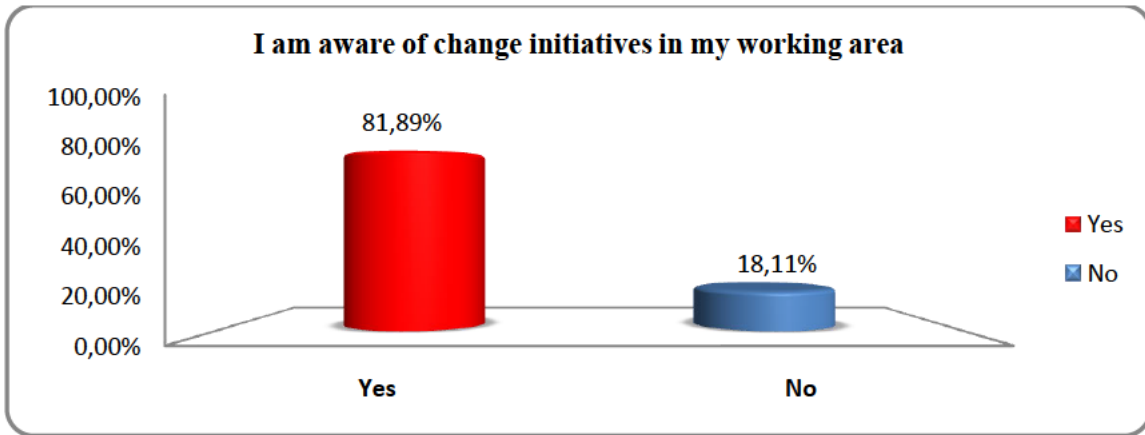


Figure 4.9: Change initiatives awareness

Figure 4.9 illustrates that 81.89% of respondents indicated that they were aware of change initiatives. It should be noted that the proportion of respondents who were aware of change was higher than those who were familiar with change management at 76.74%.

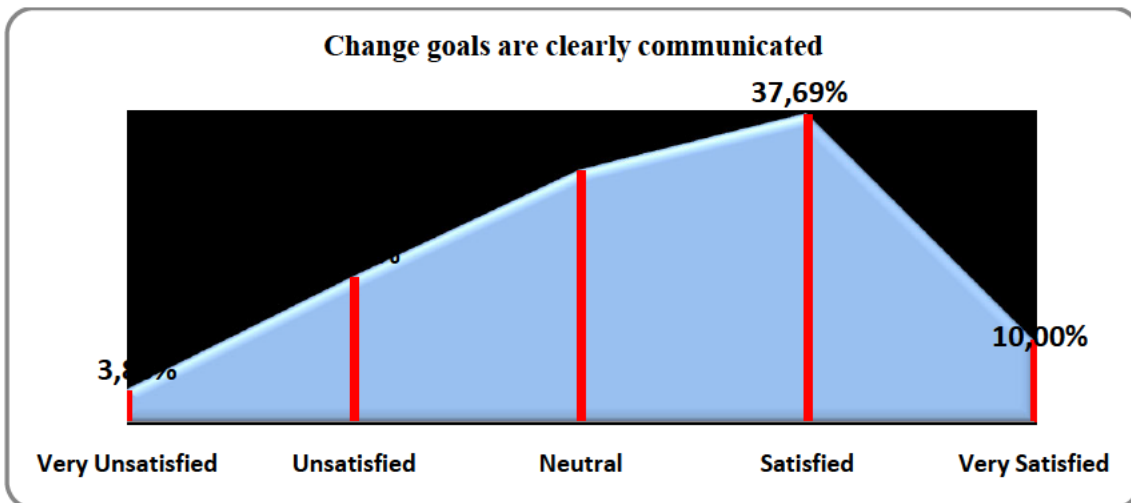


Figure 4.10: Communications of goals

To measure the perception about communication of change, the question was asked about the clarity of communication of change goals. The results illustrated in Figure 4.10 indicate that 37.69% of respondents were satisfied with the communication. The graph in Figure 4.10 shows that there was a positive skewness, which indicates that change communication was satisfactory. The results are good for an organisation because change communication is more important than change itself (Elida-Tomita, 2010). According to Merrell (2012), companies that are effective in communication and change management are 2.5 times more

likely to outperform their competitors. Excellent communication is described by Petrescu (2011) as the balance of two viewpoints to reach a point where everyone is satisfied about what need to know and what they want to know.

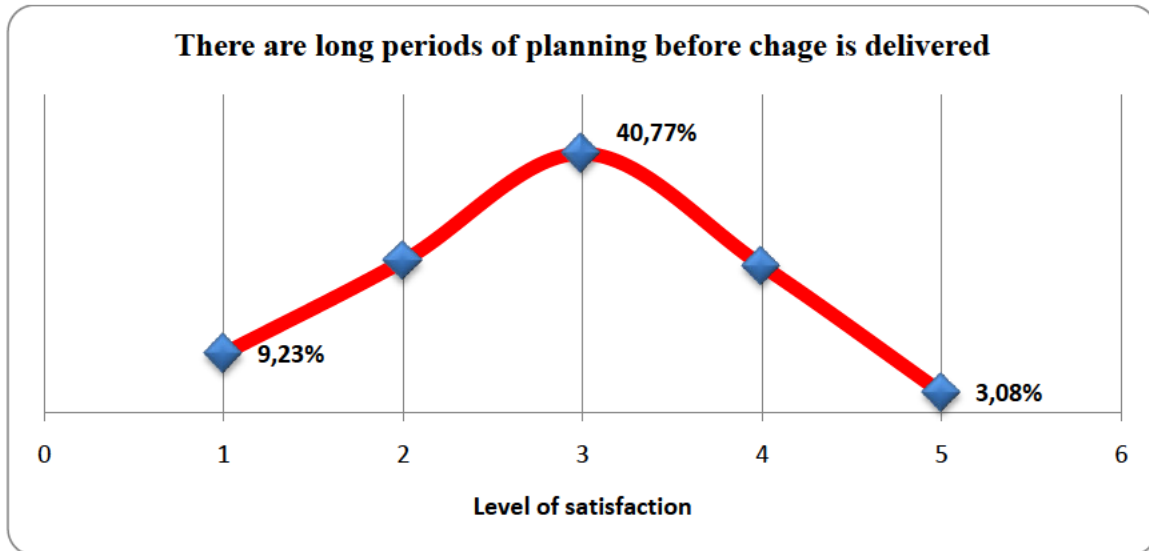


Figure 4.11: Change planning

According to Gelan (2011), proper planning of change is critical to ensure the execution of change. It has been argued that planned change is more flexible and has a holistic approach (Zakaria *et al.*, 2012). Figure 4.11 above illustrates that most employees at Blendcor had an average perception about change planning. The majority of the respondents (40.77%) were neutral about their satisfaction regarding the period taken to plan before change was delivered. There was a normal distribution in terms of respondents' perceptions about planning. There was an almost 50/50 distribution between the satisfied and unsatisfied respondents, as demonstrated by the graph in Figure 4.11. The peak of the graph on neutral point could indicate low awareness or understanding of change planning by respondents.

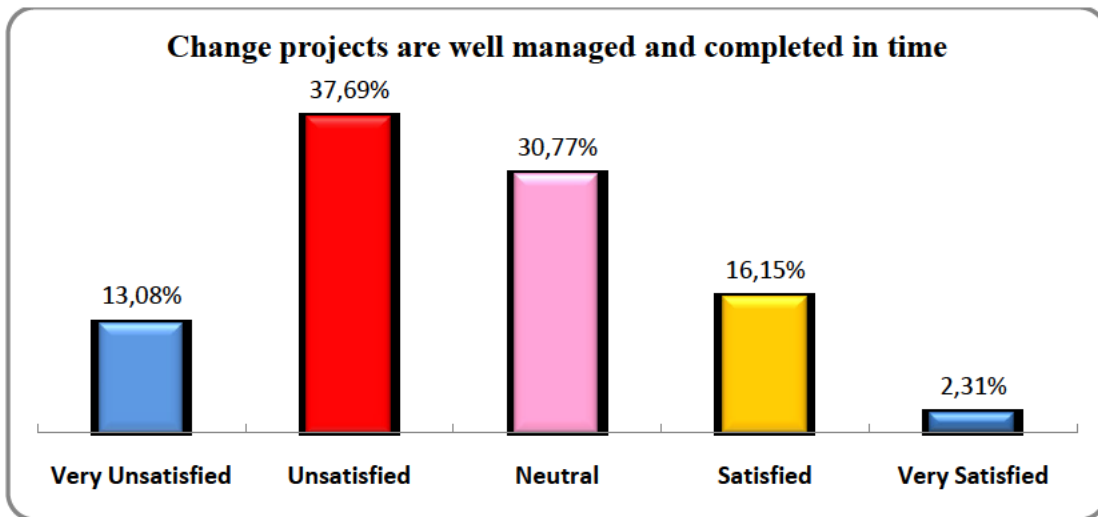


Figure 4.12: Management of projects

According to Pandey (2012), the success of change management depends on committed management, adherence to the time limit and creating an environment where employees feel involved and powered. It is evident from Figure 4.12 that management of projects at Blendcor was not satisfying the respondents. Figure 4.12 indicates that 50.77% of respondents were not satisfied about the management and execution of change projects at Blendcor, compared to 18.46% of the group that was satisfied.

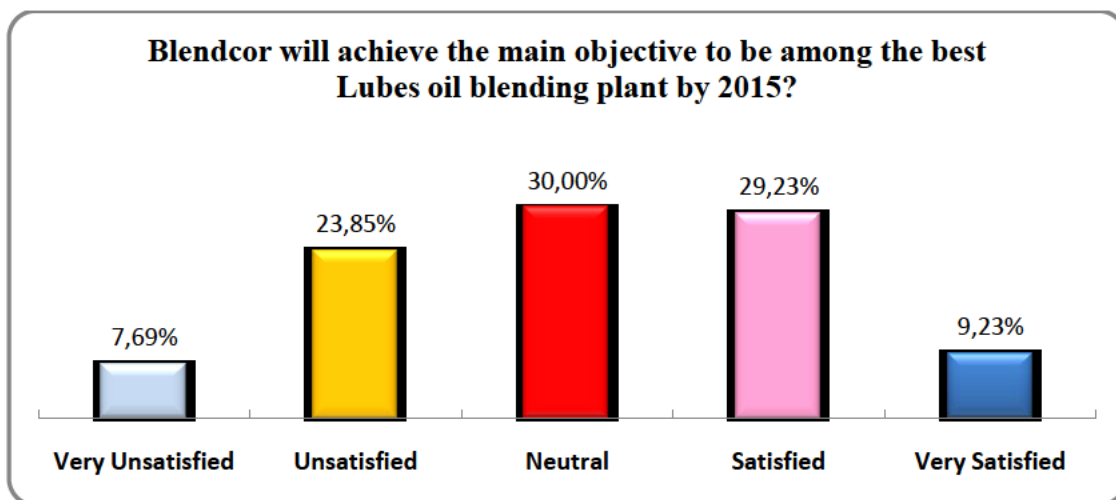


Figure 4.13: Achievement of the business' main objective

Participants were asked whether the current change process will ensure that Blendcor will be among the best plants by 2015. The graph in Figure 4.13 indicates that there 38.46% of respondents at Blendcor were positive that Blendcor will be among the best Lubes oil blending plants in the world by 2015, compared to 31.54% who were not satisfied that this

would be so. Zakaria *et al.* (2012) said that growing organisations are those that recognise the importance of self-renewal. The results of the survey have indicated that Blendcor was heading in the right direction to compete with the best in future. According to Cummings and Worley (2008), envisioned future includes the desired future state of what an organisation should look like to achieve bold and valued outcomes.

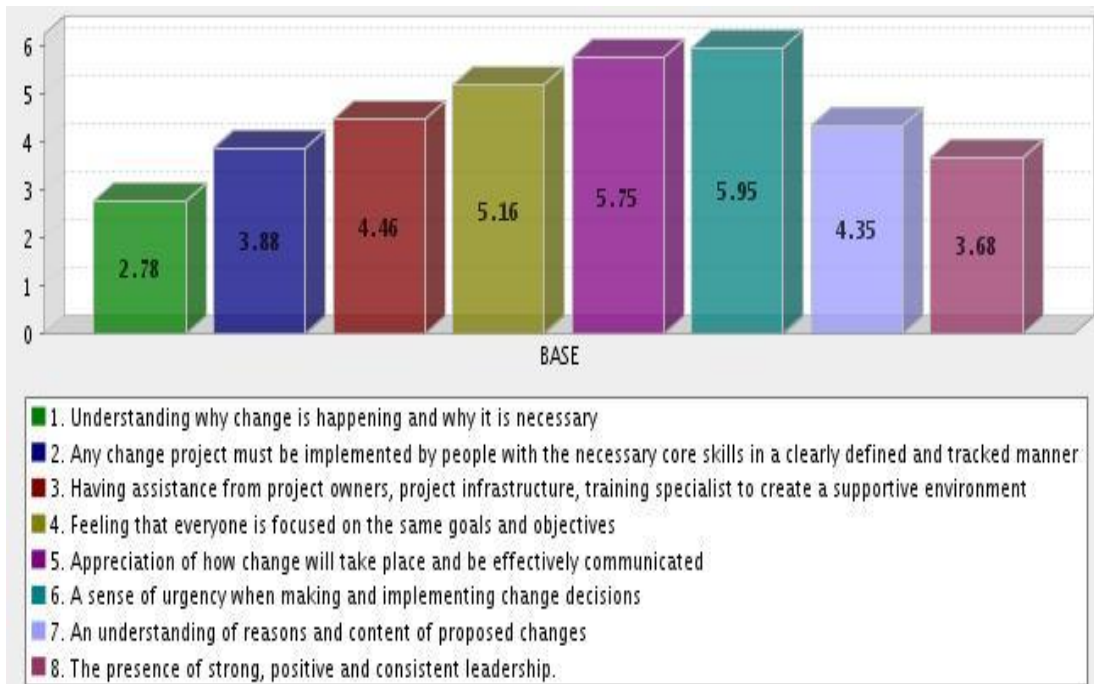


Figure 4.14: Rating of important steps for the change management process

The graph in Figure 4.14 was designed with a rating scale of 1 to 8 in a descending order. The aim of this rating was to respondents' view of which is the most important step in the change process. The top rating was step one, as it was rated with low score. It means that the 130 respondents rated it as high at 2.78. It is evident from Figure 4.14 that there was a high perception that understanding of why change is happening is the most important step for the change process. The results indicate the second most important step, which is the presence of strong, positive and consistent leadership, had an average rating of 3.68. According to the results, sense of urgency when implementing change decisions was the least important as per the respondents' perception at Blendcor, with an average rating at 5.95.

Objective 2: To determine the employees' level of interest in change

Participants were asked specific questions to determine the level of interest in change among Blendcor employees.

Interest to change can be psychological or cultural. The psychological change is slow as it is concerned with individual experiences while the cultural change is about collective experiences (Graetz, Rimmer, Lawrence & Smith, 2005). The study aimed to determine individual and collective perceptions of interest in change management from Blendcor employees.

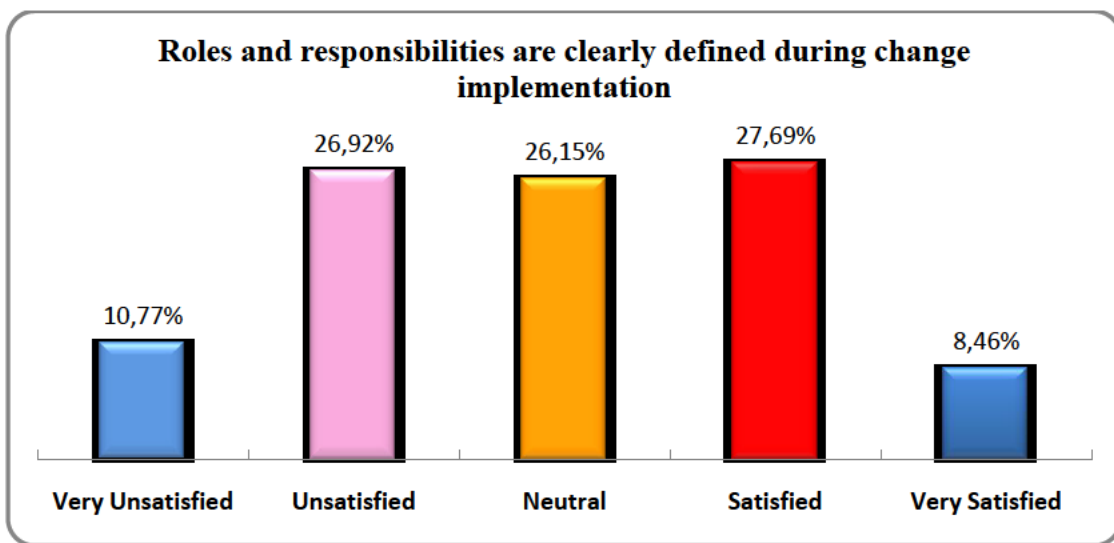


Figure 4.15: Roles and Responsibilities during Change Implementation

The interest of Blendcor employees was based on how they viewed the definition of roles and responsibilities. Most of the responses were either on the positive or on the negative side, indicating an almost balanced result. Figure 4.15 demonstrates that there was almost a balance between those who were satisfied (36.15%) and those who were not satisfied (37.69%). The spread gives a flatter normal distribution on the spread of respondents but the unsatisfied group is slightly higher, by 1.5%, compared to the satisfied group.

Table 4.4: Involvement of main stakeholders

Main stakeholders are involved in any change project	
Main stakeholders are involved in any change project	
Very Unsatisfied	10,77%
Unsatisfied	17,69%
Neutral	36,92%
Satisfied	27,69%
Very Satisfied	6,92%
Count	130
Mean	3,02

To determine the level of interest from employees, the involvement of the main stakeholders was measured by assessing how they view the involvement of stakeholders in change projects. It is evident, as per results in Table 4.4, that most of the respondents were neutral (36.92%). The mean of 3.02 indicates that more people at Blendcor were satisfied with the level of involvement. Levasseur (2011) argued that early involvement of stakeholders in a change process improves their behaviours and attitudes towards change. However, it should be noted that involvement in change could be influenced by the attitude of employees towards involvement (Pihlak & Alas, 2012b).

Table 4.5: Ideas for change are hidden

Good ideas for change are hidden	
Very Unsatisfied	6,92%
Unsatisfied	21,54%
Neutral	50,77%
Satisfied	15,38%
Very Satisfied	5,38%
Count	130
Mean	2,91

To further understand the level of interest in change, a question of the survey aimed to determine whether the ideas about change were hidden or not. This question was asked to determine whether employees had an interest in understanding more about change than just involvement. The results in Table 4.5 indicate that 50.77% of the 130 respondents were on the neutral side. The mean of 2.91 indicates that a higher proportion (28.46%) was unsatisfied about ideas of change being hidden compared to 20.76% who were satisfied.

Objective 3: To identify perceived problems of change management

How change is managed will determine the extent of problems that need to be addressed. Some problems may affect the execution of a number of changes. According to Kreitner and Kinicki (2008), Van Tonder’s (2009) failure to properly combat issues during the implementation phase will result in change failure. Therefore, it is good to understand each change problem or barrier in order to correct them and ensure success is achieved. To determine the perceived change problems at Blendcor, participants were asked questions related to issues normally experienced in a change process.

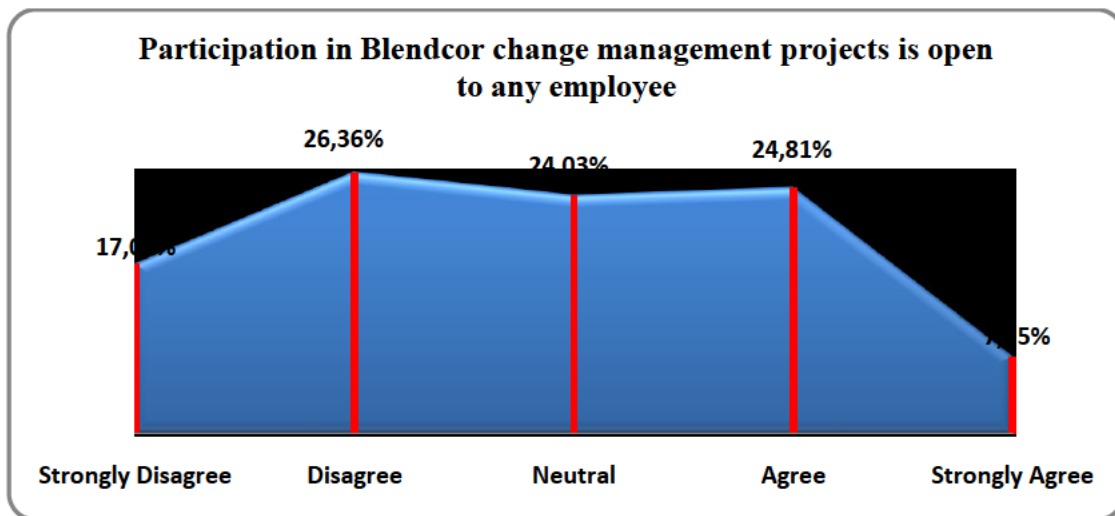


Figure 4.16: Openness for participation in Blendcor change projects

It is evident, as per the illustration in Figure 4.16, that there was a mixture of responses to the question about the openness of change projects for employee participation. This may indicate that there was an ambiguous environment at Blendcor during the change. An ambiguous environment during the change may develop unintended attitudes which result in resistance and conflict (Raza & Standing, 2011). There was a slight difference in terms of share percentage between the strongly agree, disagree, neutral and agree groups.

However, the strongly agree group of 7,75% seemed to be an outlier. Of the respondents, 43.41% indicated that openness to participation for employees was not clear, compared to 32.56% of group who were satisfied. According to Merrell (2012), when organisations involve their employees in the change design and implementation they are less likely to face resistance and will create a sense of co-ownership.

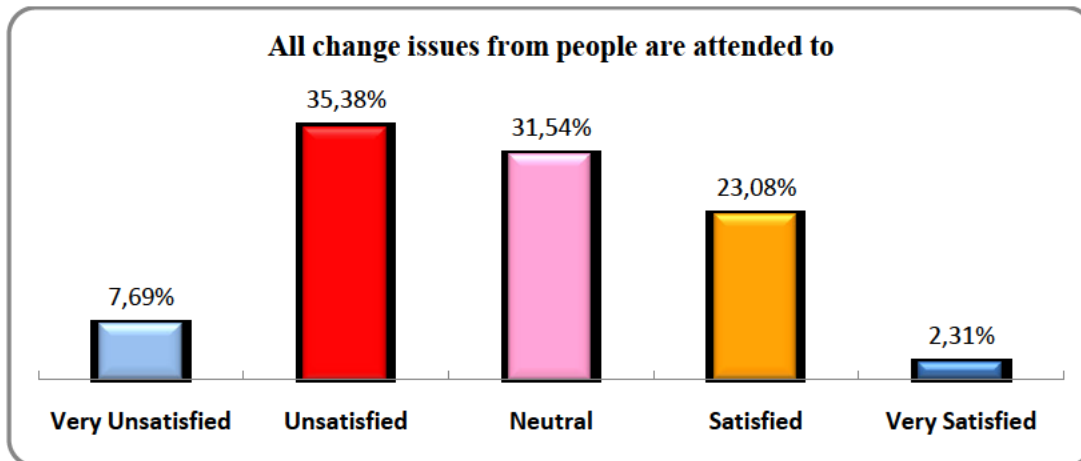


Figure 4.17: Attending to issues from people

One of the common problems of change management is whether change attends to issues that people have. It is evident in Figure 4.17 that this was a problem during change as 43% of respondents were unsatisfied about the level of attention to people issues in Blendcor change management, compared to 25.39% of a group who were satisfied. The shift of the graph is skewed to the unsatisfied group. The results indicate that Blendcor change management is poor regarding attention to people issues. Michel *et al.* (2010) recommended that organisations should demonstrate concern over employees' issues by implementing fair and transparent change processes. Two way communication with employees is one of the best ways to address the stakeholders' concerns satisfactorily (Levasseur, 2011).

Objective 4: To determine the possible benefits of the change for the organisation

To understand the benefits of the change, questions that indicate the success of change were asked. Successful change management is important to an organisation for survival in a highly competitive and continuously evolving environment (Gelan, 2011; Pandey, 2012; Merrell, 2012).

Table 4.6: Management of business

Change has improved management of the business	
Very Unsatisfied	5,38%
Unsatisfied	18,46%
Neutral	26,15%
Satisfied	38,46%
Very Satisfied	11,54%
Count	130
Mean	3,32

Some of the benefits of the change must be related to how the business is managed. It is evident from Table 4.6 that change management at Blendcor contributed positively to business management. The results in Table 4.6 indicate that 50% of the respondents were satisfied with the statement, while only 24% were not satisfied. The mean was positively skewed to the side of satisfaction.

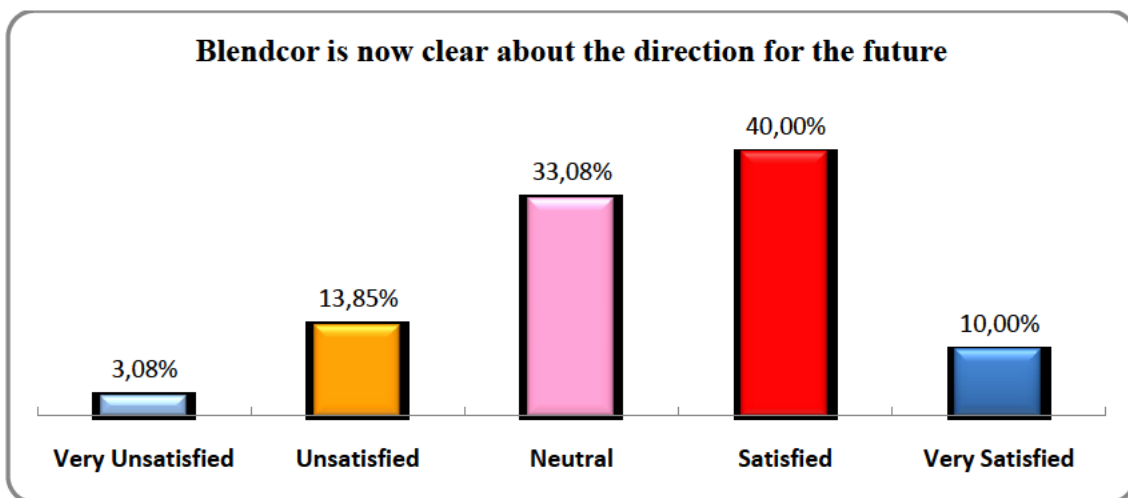


Figure 4.18: Blendcor direction for the future

The level of success of the change can also be determined by the focus of an organisation or the understanding of business objectives. A question was asked to survey participants to determine whether they were satisfied about clarity on the future of the business. The results illustrated in Figure 4.18 indicate that 50% of respondents were satisfied that Blendcor's direction for future is clear; only 17% were not satisfied. This indicates that the

objectives of the change were clearly and successfully communicated to employees. It is also important during a change process for an organisation to have a great deal of patience, and unwavering belief in a better future (Matesic, 2009). The result in Figure 4.18 shows that Blendcor people strongly believed in the future during the change.

Table 4.7: Leadership at Blendcor

There is now strong leadership at Blendcor	
Very Unsatisfied	10,00%
Unsatisfied	15,38%
Neutral	36,92%
Satisfied	27,69%
Very Satisfied	10,00%
Count	130
Mean	3,12

The success of the Blendcor change was also measured by the type of leadership in the organisation. The results from the survey indicated in Table 4.7 show that 36.92% of the respondents were neutral regarding strong leadership. The mean was 3.12 and 37.69% of respondents indicated that they were satisfied that Blendcor had strong leadership during change process. It is important to have strong leadership in a changing organisation. The best organisations have leaders who inspire change, enforce community and create clarity among employees (Merrell, 2012).

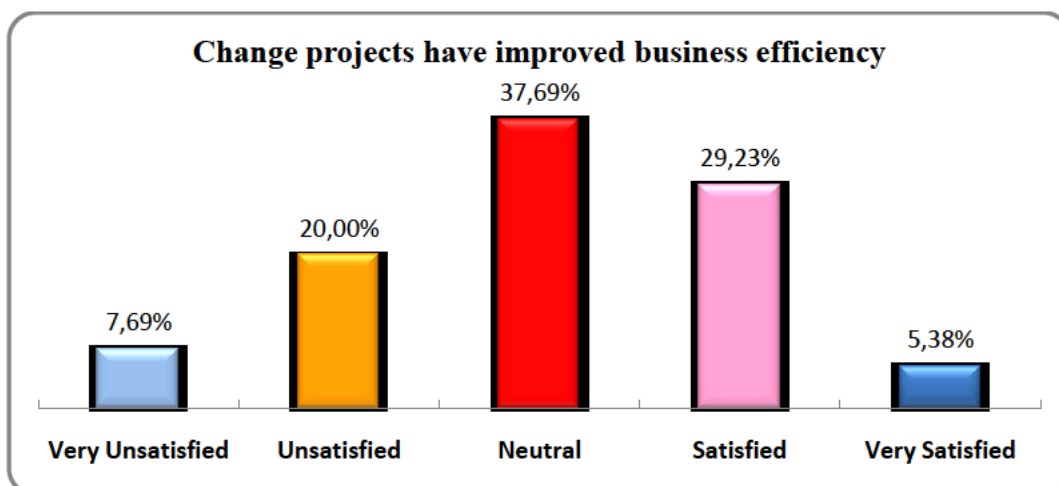


Figure 4.19: Business Efficiency has improved

The purpose of change in an organisation is to improve business efficiency. The lubes oil industry is the one of the demanding industries. In order for a company to remain competitive, it has to implement changes that will lead to higher efficiencies. It is illustrated in Figure 4.19 that Blendcor change projects successfully improved business efficiency. The results indicate that 34.61% of the participants were satisfied that business efficiency has improved during the change process, compared to 27.6% who were not satisfied.

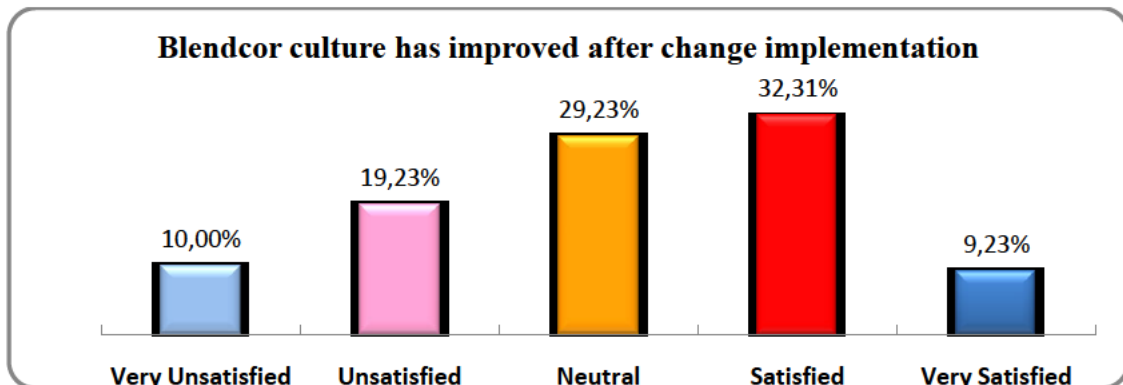


Figure 4.20: Culture status

One of the success measures was on cultural change. It is evident in Figure 4.20 that more than 40% of the respondents were satisfied that Blendcor culture has improved after change implementation. According Franken *et al.* (2009), if people are comfortable about the working environment in a changing organisation they will be in a position to deliver change programmes. Organisational change is a team effort, and for a team to perform well the culture has to be harmonious with everyone feeling that they form part of the culture.

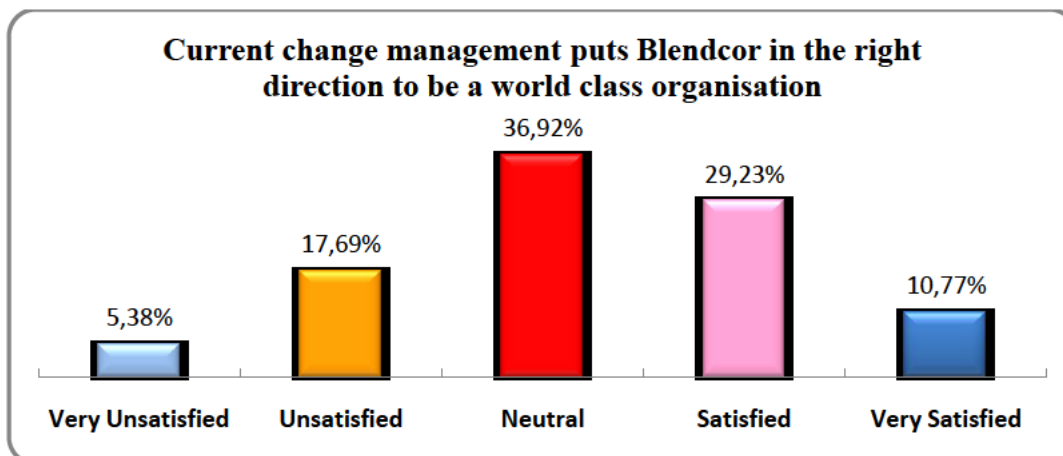


Figure 4.21: Change is a way to world class

Success is indicated by the shaping of the organisation to become world class. Figure 4.21 indicates that 40% of employees at Blendcor were satisfied that the change management process put Blendcor in the right direction to become a world class company; compared to 23% who were not satisfied.

Table 4.8: Motivation and morale level

Increase in motivation and morale	
Strongly Disagree	5,38%
Disagree	23,85%
Neutral	28,46%
Agree	31,54%
Strongly Agree	10,77%
Count	130
Mean	3,18

Employees' degree of motivation is another measurement of the success of change. Table 4.8 indicates that 42.31% of respondents agreed that there was an increase in motivation and morale. The mean of 3.18 indicates that most of employees at Blendcor were motivated due to the change process. It has been found by most of authors that when employees are involved in making decisions during the change, they gain a better understanding and this increases their morale and motivation (Brown & Cregan, 2008). It is also important for leaders to continually motivate people to embrace change and make it happen (Franken *et al.*, 2009).

Objective 5: To establish the possible barriers of the organisational change

It is important to identify possible barriers of the change, especially during the change process. Change barriers anticipated during the change may slow down the pace of the change programme (Newman, 2012). Being aware of barriers helps the organisation to come up with strategies for breaking those barriers to ensure the success of the change. Barriers in a change programme create resistance and possible change failure. Intractable resistance to change which is rooted in people issues is one of the common causes of change failure (Levasseur, 2011). According to Mittal (2012), organisational change may create resistance in employees which makes it difficult to implement organisational

improvements. Survey questions were used to understand the barriers of the Blendcor change.

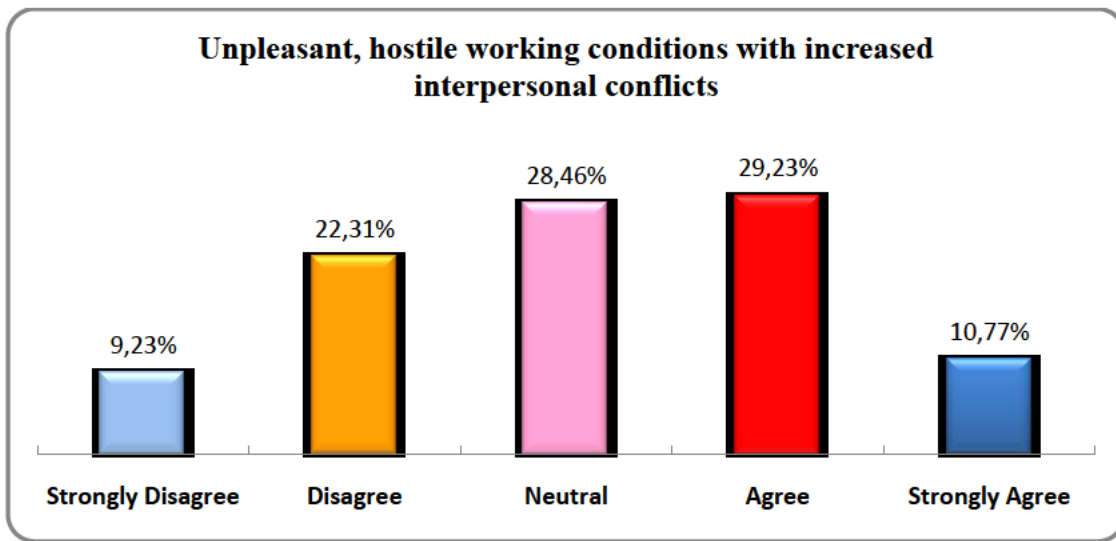


Figure 4.22: Perceptions of the organisation's condition

One of the barriers identified for the Blendcor change was hostile working conditions with increased interpersonal conflicts. The evidence of this is in Figure 4.22, which shows that 40% of the respondents agreed that there was a barrier of interpersonal conflicts. Another concern from respondents was about the transparency about selection of contractors who are involved in change projects. Interpersonal conflicts are signs of poor management of some change projects.

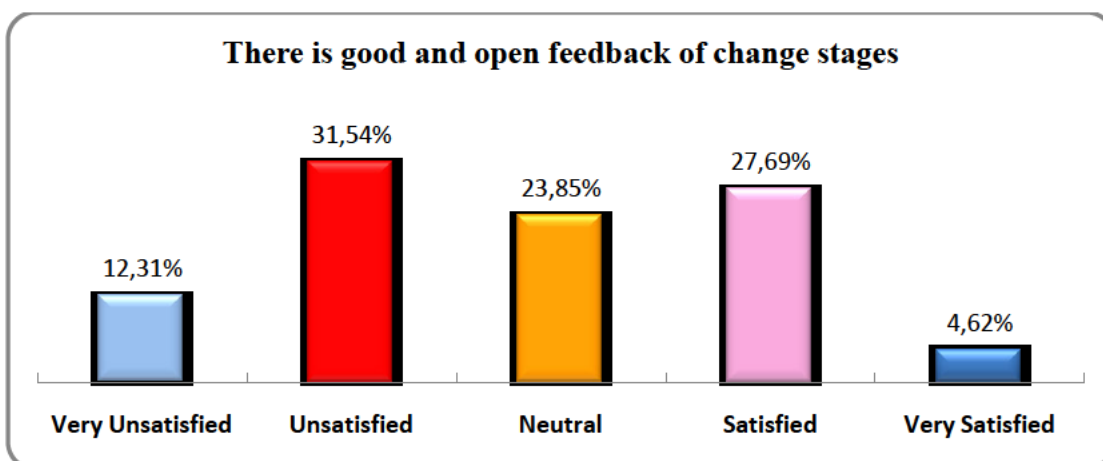


Figure 4.23: Feedback of change stages

Constant communication during change can bring success. It is evident from Figure 4.23 that the majority (43.85%) of the respondents indicated that there was poor feedback of change stages. Figure 4.10 indicated that the majority of Blendcor employees were satisfied about communication of change goals; however, they were not happy about feedback. Poor feedback may cause resistance to change. Morris (2012) indicated that fear of the unknown can be prevented by regular status meetings in discussing achievements and setbacks during the change. Sharing of information in a timely manner minimises surprises to employees as they can reflect on management decisions in advance and come to terms with future changes (Brown & Cregan, 2008).

Table 4.9: Fairness and honesty

Change has improved fairness and honesty	
Very Unsatisfied	15,38%
Unsatisfied	22,31%
Neutral	34,62%
Satisfied	22,31%
Very Satisfied	5,38%
Count	130
Mean	2,80

It is evident from Table 4.9 that another change barrier of the Blendcor change programme was fairness and honesty. The results in Table 4.9 indicate that a mean of 2.8 was achieved. The majority of the respondents (37.69%) were not satisfied about the fairness and honesty during the change.

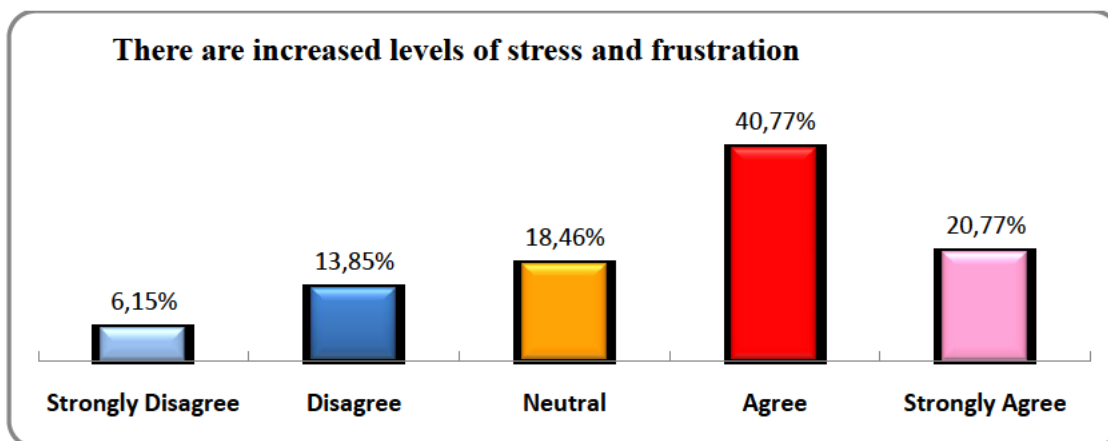


Figure 4.24: Levels of stress and frustration

Stress caused by change increases resistance to change management. The results of the survey as illustrated in Figure 4.24 show that 61.54% of respondents agreed that there was an increase in stress and frustration and 20% disagreed. The mean of the survey on this question was 3.56, indicating a strong shift in the group who agreed that this was a problem. According to Dool (2008), stress levels are increased by persistent change initiatives. The results reflect the fact that Blendcor had number of simultaneous change projects, which could be the cause of creating stress especially to those who were involved in several change initiatives. This assumption was supported by the study participants who commented that at Blendcor there were too many projects at the same time, which affected their daily activities.

Objective 6: To investigate whether there is a link between the employee turnover and the current change

Blendcor’s employee turnover increased by 2% since the organisation’s turnaround strategies were introduced in 2012 (Blendcor, 2014). Iqbal (2010) indicated that the impact of higher turnover can affect financial and non-financial items and it affect the flow of the business during change. However, according Mello (2011), employee turnover is not only negative, it can also be a benefit during the change as it helps to replace employees who are not prepared to change the existing ways of doing things. All employee turnovers take place due to certain reasons. To determine whether there is a link between employee turnover and Blendcor’s change projects, certain survey questions were used in the study.

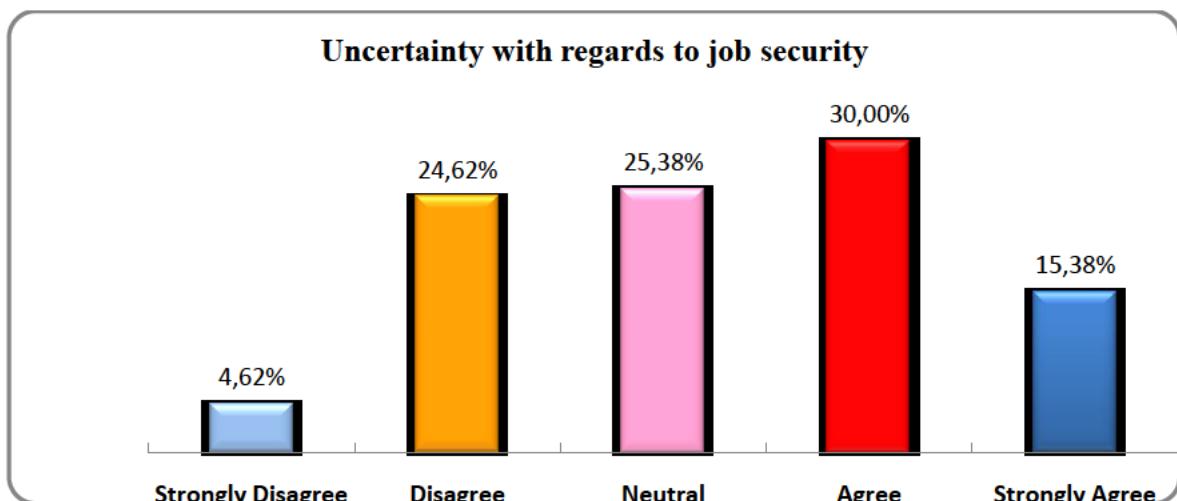


Figure 4.25: Uncertainties regarding job security

Job security is important to long-term employees in an organisation. According to Staufenbiel and König (2010), job insecurity has a big impact on performance, labour turnover and absenteeism. Change brings a threat to experienced employees or specialists about their job security. Figure 4.3 showed that Blendcor has 50.77% employees who have been at Blendcor for more than six years. For that group, job security is important. Figure 4.25 illustrates that 45.38% of respondents agreed that certainty about job security was low at Blendcor during the change process, compared to 29.24% of a group who disagreed.

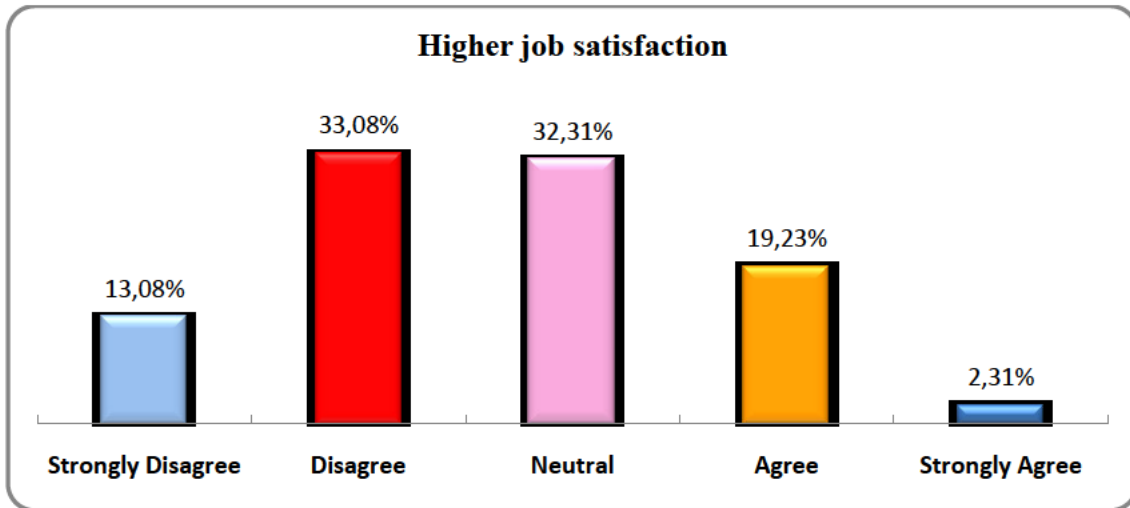


Figure 4.26: Job satisfaction

Job satisfaction is one of the problems that causes employees to leave companies. Results of a study by Wanberg and Banas (2000 cited in Fugate, Prussia & Kinicki, 2012) showed that a positive attitude towards change is associated with increased job satisfaction, decreased intentions to resign, and thus the actual turnover. Tooksoon (2011) stated that job satisfaction has an effect on employee turnaround. Lower job satisfaction does lead to both employee turnover and absenteeism (Verma, 2014). The results as illustrated in Figure 4.26 indicate that 46% of respondents disagreed that there was higher job satisfaction during the change; compared to 21.54% who experienced positive job satisfaction. This indicates that a higher number of people at Blendcor were not satisfied about their jobs during the change.

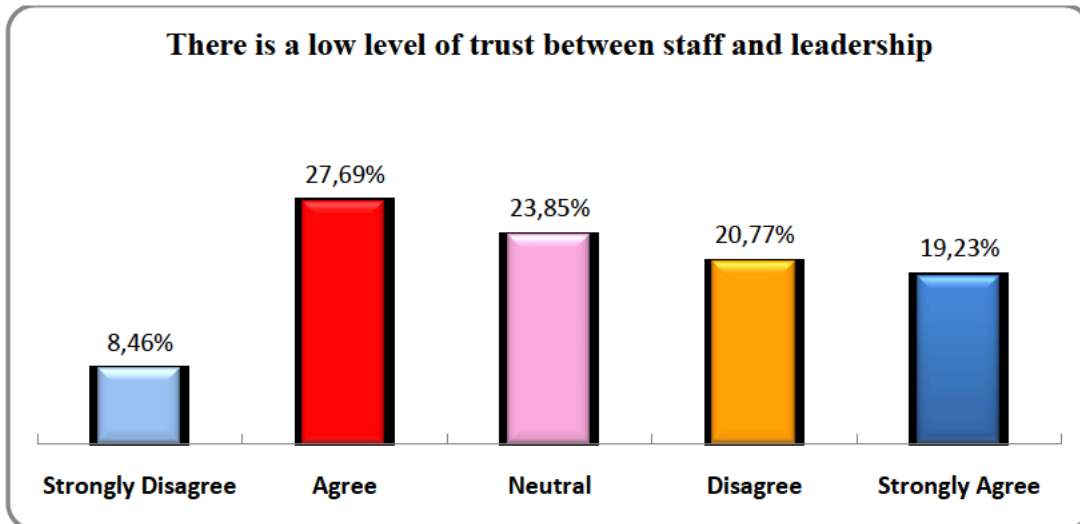


Figure 4.27: Trust between staff and leadership

The relationship between staff and leadership affects the labour turnover. The results from the survey indicate that there was a significantly low level of trust at Blendcor during the change. It is evident in Figure 4.27 that 40% of the group agreed that there was low trust between staff and leadership compared to 36% who disagreed. This means during the change, the level of trust between staff and leadership was affected.

4.6. CROSS TABULATION

According to Weiers (2011), cross tabulation indicates how many items are in combinations of categories. It helps to identify and examine possible relationships between those items.

Cross tabulation was used in Table 4.10 to measure the level of job satisfaction between age groups.

Table 4.10: Job Satisfaction and age range cross tabulation

Cross tabulation		24. [Q25] Higher job satisfaction					
Frequency/ Percent		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Row Totals
3. [Q2] What is your age range	Between 18 - 25	4.55%	22.73%	27.27%	40.91%	4.55%	16.92%
	Between 26 - 35	15.87%	33.33%	33.33%	14.29%	3.17%	48.46%
	Between 36 - 45	18.18%	36.36%	31.82%	13.64%	0%	16.92%
	45 years +	8.7%	39.13%	34.78%	17.39%	0%	17.69%
Column Percent		13.08%	33.08%	32.31%	19.23%	2.31%	100%

The cross tabulation results indicate that there was a 41% probability that the respondents between the ages of 18 and 25 years were satisfied about their jobs. In contrast, the tabulation show that there is strong correlation between job dissatisfaction and the age group. Thirty-six percent of the age group above 45 were not satisfied about the impact of change on job satisfaction. The result indicates that Blendcor change management had more of an impact on the job satisfaction of older people than younger ones. The majority of the population (48.46%) is in age group between 26 to 35 years. In that group, 38% of them disagreed that there was higher job satisfaction compared to 17% who agreed. The Chi-Square analysis below was used to analyse job satisfaction levels.

Table 4.11: Chi-Square statistics: Job satisfaction and age range

Pearson's Chi-Square statistics	
Chi-Square	11.953
p-value	0.449
Degrees of freedom	12
Critical value for (p = .01 [1%])	26.217
Critical value for (p = .05 [5%])	21.026
Critical value for (p = .10 [10%])	18.549

According to Weiers (2011), Chi-Square distribution enables the analysis of whether:

- a sample could have come from a given type of population distribution;
- two nominal variables could be independent of each other;
- two or more independent samples could have the same population proportion.

For the analysis in Table 4.11, the Chi-Square was used to examine whether the two nominal variables could be independent of each other.

The null hypothesis for the Chi-Square was (Ho): Change in age group at Blendcor influenced the job satisfaction levels during the change. Table 4.11 indicates that the calculated Chi-Square of 11,953 is less than the critical value for 1%, 5% and 10%. Therefore, it can be concluded that the null hypothesis, that change in age group influenced the job satisfaction levels during the change at Blendcor, cannot be rejected.

The p-value provides a quantitative idea of the strength in favour of or against the null hypothesis. Using the p-value as from the Table 4.11 analysis, the hypothesis was -:

Ho: p-value > 0.05

H₁: p-value < 0.05

According to Keller (2009), if the p-value is above 0.1, it means there is no evidence to infer that the alternative hypothesis is true. The study results from Table 4.11 indicate that the p-Value was 0.449, which is greater than 0.05 and above 0.1. Therefore, the null hypothesis could not be rejected. It can be concluded that there is no evidence to infer the alternative hypothesis is true.

Cross tabulation was also used in Table 4.12 to determine the relationships between change communication and job titles of people.

Table 4.12: Change communication and job title cross tabulation

Cross tabulation		12. [Q13] Change goals are clearly communicated					
Frequency/Percent		Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Row Totals
5. [Q4] What is your job title	Senior Manager	0%	33.33%	0%	66.67%	0%	2.22%
	Junior Manager	0%	40%	20%	0%	40%	3.7%
	Supervisor or Team Leader	0%	5.56%	11.11%	66.67%	16.67%	13.33%
	Accountant	0%	0%	0%	100%	0%	0.74%
	Administrator or clerk or officer	0%	14.29%	57.14%	28.57%	0%	5.19%
	Technologist or engineer	0%	33.33%	11.11%	55.56%	0%	6.67%
	Operator	4.84%	20.97%	33.87%	32.26%	8.06%	45.93%
	Other	6.67%	13.33%	40%	30%	10%	22.22%
	Column Percent		3.7%	18.52%	30.37%	37.78%	9.63%

The tabulation result in Table 4.12 indicates that there was inconsistency between the different job levels' perceptions of communication of change goals. Table 4.12 shows that 83% of team leaders or supervisors and 67% of the group of senior managers were satisfied with change communication. In contrast, Blendcor operators who were the majority of population (45.93%) experienced lower levels of satisfaction with communication of the change goals.

Table 4.13: Employment status and involvement in change projects cross tabulation

Cross tabulation		12. [Q13] Main stakeholders are involved in any change project					
Frequency/ Percent		Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Row Totals
6. [Q5] What is your current employment status with Blendcor	Fully employed	15	12	26	19	4	76
		19.74%	15.79%	34.21%	25%	5.26%	56.3%
	Contractors	0	7	22	18	5	52
		0%	13.46%	42.31%	34.62%	9.62%	38.52%
	BP/Shell employee	0	5	1	1	0	7
		0%	71.43%	14.29%	14.29%	0%	5.19%
Column Total		15	24	49	38	9	135
Column Percent		11.11%	17.78%	36.3%	28.15%	6.67%	100%

The Table 4.13 tabulation indicates that perceptions of involvement in any change project differed, in terms of respondents' employment status. Fully employed people and contractors comprised the highest proportion of respondents who were satisfied. Whelan-Berry and Somerville (2010) stated that the participation of employees in a change programme can increase employees' understanding of change initiatives and thereby increase their level of commitment.

In contrast, the majority of those who indicated that they were unsatisfied (71.43%) were the BP and Shell employees. The results in Table 4.13 indicate that BP and Shell employees were not involved as stakeholders in the change projects. It is critical for stakeholders to know how they are affected and involved in change (Raza & Standing, 2011). Although BP and Shell employees only comprised 5.19% of the population, they were still affected by their level of involvement in Blendcor projects.

Table 4.14: Chi-Square: Employment status and involvement in change projects

Pearson's Chi-Square statistics	
Chi-Square	28.12
Degrees of freedom	8
Significant correlation between variables exists: @ 95%	
Critical value for (p = .01 [1%])	20.09
Critical value for (p = .05 [5%])	15.507
Critical value for (p = .10 [10%])	13.362

In Table 4.14, analysis the Chi-Square was used to examine whether the employment status as represented in Table 4.13 had an influence on the involvement status of the main stakeholders in change management.

The null hypothesis for the Chi-Square was (Ho): Employments status at Blendcor influenced the involvement status of the main stakeholders in change management.

The illustration in Table 4.14 indicates that the calculated Chi-Square of 28.12 is higher than the critical value for 1%, 5% and 10%. Therefore, it can be concluded that the null hypothesis, that employment status at Blendcor influenced the involvement status of the main stakeholders of change management, cannot be accepted.

Although the calculation rejects the null hypothesis, the tabulation indicates that there was an influence in terms of employment status, especially regardubg BP and Shell employees. The study using the Chi-square test failed to identify this as BP and Shell employees comprised the smallest percentage of the Blendcor population as per the sample of respondents. They contributed only 5.19% of the 130 respondents of a sample.

4.7. INFERENCE STATISTICS

Welman *et al.* (2010) said that inferential statistics are concerned with inferences that can be made about population indices on the basis of the corresponding indices obtained from samples drawn from the population. Inferential statistics go beyond the description of data and provide inferences of the phenomena for which data was obtained (Weiers, 2011).

Table 4.15: Analytics about communication of change goals

Change goals are clearly communicated		
Analytics & computed values		
Mean	3.31	Confidence interval @ 95% [3.142 - 3.480] n = 135
Standard deviation	1.003	
Standard error	0.086	

The results in Table 4.15 represent the respondents' level of satisfaction about whether change goals were clearly communicated at Blendcor.

It is illustrated in Table 4.15 that the level of satisfaction has the mean of 3.31, with a standard deviation of 1.003. The mean is above the midpoint, indicating that the skewness of distribution is on the positive side, which is the satisfied group.

Weiers (2011) said that standard deviation determines the proportion of data values within certain distances on either side of the mean for certain types of distributions. The value of the standard deviation as indicated in Table 4.15 is low; this means that there is a higher concentration of dispersion of data towards the mean. This implies that most of respondents were close to the mean with a 95% confidence interval lying between 3.15 and 3.48, which indicates satisfaction. The standard error of the mean is 0.086, which is good, meaning the study had a good sample size to represent Blendcor people regarding the perception about communication of change goals. According to Elida-Tomita (2010), efficient and effective communication is a suitable formula for a successful change. As Blendcor communication of change was good, there were signs of success of the process of change; however, the organisation still needs to improve as the level of satisfaction was not at the highest.

Table 4.16: Analysis of higher job satisfaction

Freq. Analysis: 24. [Q25] Higher job satisfaction		
Analytics & computed values		
Mean	2.646	Confidence Interval @ 95% [2.472 - 2.820] n = 130
Standard deviation	1.010	
Standard error	0.089	

Table 4.16 illustrates the results from the respondents about whether they agreed that a change at Blendcor brought higher job satisfaction. The mean was 2.646, which indicates a negative skewness of data concentration towards the side of those who disagreed with a statement. The standard deviation is 1.01, indicating higher concentration of data close to mean. The standard error is low at 0.089; this means that a sufficient number of samples were used to analyse the statement of job satisfaction.

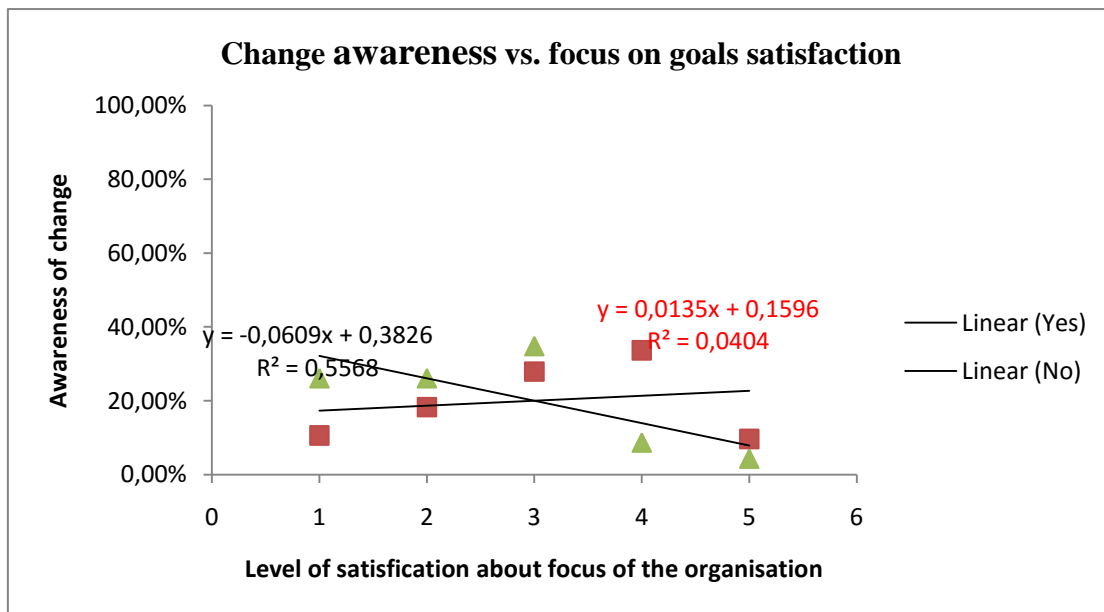


Figure 4.28: Awareness vs. satisfaction about organisation focus

For inferential statistics, change awareness was compared to satisfaction that everyone is focused on the same goal levels. The relationship between two variables was determined

using scatter linear diagrams. The direction of the linear diagram determines the type of relationship (Keller, 2009).

Correlation coefficient (r) is a number that indicates both the direction and the strength of the linear relationship between two variables (Weiers, 2011). The correlation coefficient ranges between -1 to +1. The sign determines the direction of the linear relationship. The values determine the strength of the relationship between the variables.

It is illustrated in Figure 4.28 that respondents who were aware about the change had a weak positive linear correlation with satisfaction about the organisation's focus on certain goals, with a coefficient of determination (r^2) of 0.040. The value of the correlation coefficient (r) for those who were aware about change was 0.2. The regression line for estimation of people that were aware about change was $y = 0.013x + 0.159$. The sign is positive since the direction is an upward slope. Keller (2009) said that if two variables are compared and one variable increases and the other increases, this indicates a positive linear relationship. However, if the two variables tend to move in two opposite directions, this indicates a negative linear relationship.

Figure 4.28 indicates that the group that were not aware of the change had a strong negative linear correlation with satisfaction that the organisation was focused on certain goals. The correlation coefficient (r) is 0.75 and the coefficient of determination (r^2) is 0.556. The correlation coefficient is negative since the linear relationship is a downward slope. The regression line for estimation is $y = -0.06x + 0.0382$.

The results of the Figure 4.28 analysis indicate that people at Blendcor who were aware about the change were satisfied about the focus of the organisation. People who were not aware about change were extremely dissatisfied about the focus of the organisation. This means that an increase in change awareness can improve perceptions about a change and minimise resistance. Increased awareness can be achieved by means of involvement and good communication. According to Elving (cited in Wittig, 2012), effective communication reduces the doubts of employees about change. Effective communication depends on the change agents or leadership. Rothermel and LaMarsh (2012) stated that change agents have to make employees feel comfortable and safe to speak up if they do not understand the change. It is critical for employees of the organisation to understand the change.

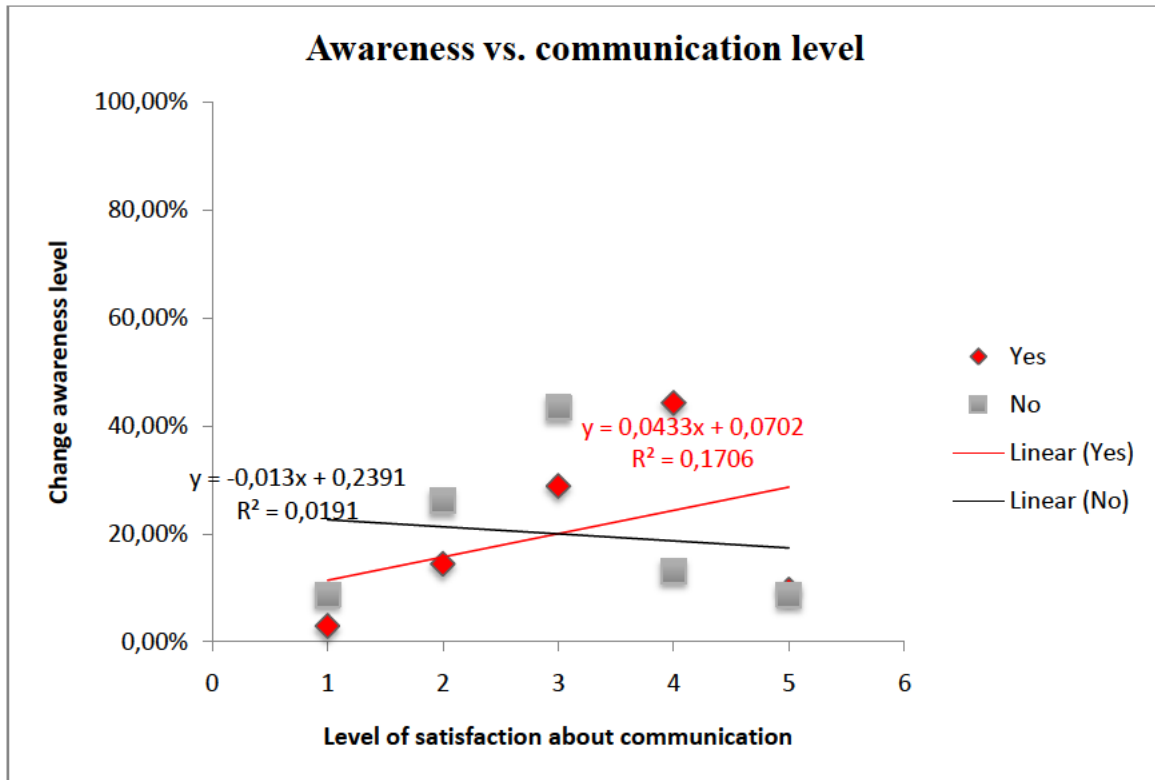


Figure 4.29: Awareness vs. communication level correlations

Inferential statistics have already been described in this study when change awareness was compared to satisfaction about communication of change.

It is illustrated in Figure 4.29 that respondents who were aware about change had a weak positive linear correlation with the level of satisfaction about communication of change, with a coefficient of determination (r^2) of 0.170. The value for the correlation coefficient (r) for those who were aware about change is 0.41. The regression line for estimation of people that were aware about change is $y = 0.043x + 0.17$. The sign is positive since the direction is an upward slope.

Figure 4.29 indicates that the group that were not aware of the change had a negative weak linear correlation with satisfaction about change communication at Blendcor. The correlation coefficient (r) is 0.13 and coefficient of determination (r^2) is 0.19. The correlation coefficient is negative since the linear relationship is a downward slope. The regression line for estimation is $y = -0.06x + 0.0382$.

The results of the Figure 4.29 analysis indicate that people at Blendcor who were aware about the change were satisfied about the level of change communication. People who

were not aware about change were not satisfied about change communication. The results above indicate that change communication makes people aware of the situation and increases positive perceptions.

Merrell (2012) said that good communication during change develops understanding. Merrell's statement is supported by the results from Figure 4.28 and Figure 4.29, which illustrate that awareness of change depends on communication. If people are aware, they are able to see the good about the change. Levasseur (2011) indicated that employees do not like surprises and hence good communication is vital for a change process.

4.8. SUMMARY

According to Bold (2011), change management is not an exact science and there cannot be a wrong or right theory for it. Different tools can be applied but it depends on the organisation's goals and expectations. Blendcor's change management approach was based on the goal of working towards being among the best lubricant plants in the world. The analyses and discussions in this study indicate that communication took place at Blendcor but that it could be improved. Blendcor did not experience high resistance to change but there was dissatisfaction among certain employees about the process. Many respondents indicated dissatisfaction about the poor involvement of employees in change projects. Results from this chapter indicate there were good/positive perceptions about change with the view of success for Blendcor to be a world class organisation. Chapter 4 has also determined that Blendcor change management has been accepted by employees but that there is a room for improvement for it to be a success. The concluding chapter, Chapter 5, discusses all recommendations based on the analyses.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

The purpose of the study was to gain information from Blendcor employees about their perceptions of change management at Blendcor (Pty) Ltd. In Chapter 4, the findings of the study were analysed. In this chapter, each objective is discussed to see whether it was met by the study and recommendations that emanated from it are presented. This chapter discusses practical recommendations based on findings of the study and limitations that affected the study. Lastly, based on what was gained from the study, possible future studies are recommended.

5.2. OBJECTIVES DISCUSSION

Objective 1: To determine the understanding of change from employees' perspective

Todarita (2010) indicated that the attitude of people towards change depends on their level of understanding and the control that they feel they have over the change process. Based on the data analysed, it is evident that most people at Blendcor were aware and familiar with a change process; however, they were not happy about the communication of information and the management of projects. The study, however, managed to achieve the objective of gaining information that leads to some recommendations, based on literature review and findings of the study. Mittal (2012) stated that only understanding change may not enable people emotionally to make the transition. It can be recommended to Blendcor to improve the ways of communicating change projects and the manner in which projects are managed. Some participants in the survey indicated that communication was not vocal enough to reach all stakeholders of the organisation. Effective communication reduces rumours, gossip and speculation about change projects (Cummings & Worley, 2009). The better the communication at Blendcor, the less speculation there will be. The study indicated that the communication levels differed in levels at Blendcor. Blendcor has to ensure that milestones and setbacks of all projects are communicated to and understood by all levels of the business.

Objective 2: To determine the employees' level of interest in change

Michel *et al.* (2010) stated that successful implementation of organisational change depends on employee behaviour and support. The study overall indicated that at Blendcor the level of interest in change was mostly on the neutral side. The high number representing the neutral group could be an indication that employees were not in full support of change. Employees play an important role in a change and they can be directly or indirectly affected (Todarita, 2010). It is important that the change process attracts or increases the employees' interest in order to ensure the success of the change process. Although the study did achieve a clear outcome for this objective, it managed to identify the following important aspects that can be recommended to Blendcor and other organisations for improving the interest to change.

- Roles and responsibilities must be clear to all employees affected by any change project.
- The involvement of the main stakeholders in change projects must be increased. Early involvement of stakeholders increases their interest and changes their behaviour towards change (Levasseur, 2010). The organisation must ensure that there is a commitment from stakeholders. Change will not be a success without clear commitment from all stakeholders (Bradley, 2010). It was also mentioned by one of study participants that stakeholders of a project should be involved in any decision before it is implemented.
- Good ideas must not be hidden to employees. All change ideas must be explained to stakeholders and understood at their levels. Surprises cause conflict and resistance from employees.
- Change terms used must be understood by employees. There should be clear definitions of all change terms to ensure that all employees understand the change. Goals should be clear as a drive of the change. Several study participants commented that they were not clear about all change projects. Bradley (2010) stated that to have a change without clear goals is like having 'a cart before the horse'. By design, the horse should pull the cart to the destination with the cart being the enabler.
- Regular communication and feedback to employees is vital to increase their interest.
- A reward system is one of the tools mentioned in literature to reinforce the change but not to drive it. Organisations must have rewards to motivate people's interest to change but rewards should not be the main drive.

- Management support of the change will improve employees' interest therein. One of the important forms of support is to access and allocate resources to change. Organisations must avoid overloading certain individuals by involving them in number of projects. This hinders the success of projects and stresses those who are overloaded.

Regarding this second objective, the results of the study have indicated that employees know the organisation and areas of change, and therefore their participation with high interest will provide the organisation with easy solutions and will minimise pitfalls. The study did manage to identify the employees' level of interest in change.

Objective 3: To identify perceived problems of change management

The study indicated that there were perceived problems of change management at Blendcor. Results of one of the study questions indicated that employees had a low level of participation in the change management. The low level of participation may be due to resistance or lack of employee involvement in projects.

If employees have resistance towards change, Blendcor management with project leaders need to attend to the problem. Merrell (2012) indicated that if employees do not participate in change design and implementation there will be resistance. The dangerous part about change resistance is that it can cripple an organisation and make it difficult for any improvement implementation in future (Mittal, 2012; Cummings & Worley, 2009). Organisations must have forums to ensure understanding of all resistance in change projects.

Based on study's results about resistance, it is therefore recommended that Blendcor must ensure there is strong participation of employees in change. All change projects have to be structured in a way to promote good and fair participation of all required or relevant people. Line managers have to be responsible for people management. Managers and project leaders need to ensure that members in their groups are given fair opportunities to be part of change projects.

Employee participation in change projects will enhance skills and knowledge in departments and therefore nominations of participants are critical to be treated in a structured way. According to Robbins *et al.* (2009), it is difficult for a person to resist a

decision to change in which they participated. It is therefore necessary to involve employees in all change stages. However, they cannot be fully involved as this could threaten the level of authority and control (Brown & Cregan, 2008).

The other factor that was revealed by the study was that change issues from people were not attended to properly. This problem will cause employees to divorce themselves from change projects. It is recommended that Blendcor change management teams ensure there is a fair and consistent response to all issues that are raised during any changes. This will ensure that everyone feels that they are part of the change process. Change agents can play an important role regarding this issue. The change team needs to monitor and support change agents to ensure all issues are attended to accordingly. Effective channels of communication must be used. Organisations differ, based on environment, regarding which channels of communication suit them, as not all channels will be suitable for any organisation.

Based on the analysis above, it can also be concluded that the study managed to identify perceived problems as per objective 3.

Objective 4: To determine the possible benefits of the change for the organisation

The success of the change can also be measured by benefits that were observed in the organisation during the change. Benefits can be quantified like cost savings, improvement of company efficiency, and employee moral or attitude or behavioural change. In this study it was indicated that the current change had some benefits realised by employees.

- There was a significant improvement in business management at Blendcor.
- There was strong leadership at Blendcor.
- Efficiency of the organisation improved due to change projects.
- Blendcor culture improved; there was a change in the morale and attitude of employees about the future of the business. Employees were interested in the future of the organisation.

The study even indicated that the change strategy was in the right direction to enable Blendcor to become a world class organisation. Although there were benefits from the change, not all employees realised the benefits. This indicates that more improvements would be required in running of the change projects in future. The organisation has to

ensure that the before and after change benefits are clear and accepted by people. It is recommended that the status before change is understood and clear to all stakeholders. If the need to change is clear, everyone will see the benefit to the organisation. Based on results and comments above, it can be concluded that the study did achieve to determine the current benefits of change for the organisation.

Objective 5: To establish the possible barriers of the organisational change

Barriers during the change can slow down the change process. The study identified the following barriers to the Blendcor change process:

- There were interpersonal conflicts.
- There was poor feedback regarding the change stages.
- There was an increase in the level of stress and frustration was high.

It is clear that most of the barriers identified were people's issues, and were based on financial or technical issues. Organisations fail to realise that resistance offered by people is not due to the change idea but it is the treatment they receive in the change process (Cooper *et al.*, 2012). It can therefore be recommended that Blendcor pays more attention to people management as most of the issues identified were people's issues. People are the drive of the change and thus their happiness will contribute to the success of the change. If people issues are not attended to properly, the change project will take longer or will fail. It is recommended that organisations create forums during the change process that will address people's issues as they are encountered. Those forums must be well represented by employees from shop floor to management, and consider departmental and business demographics.

Each change project must ensure that it has change agents or champions representing the group or team that will be affected by that particular change. Change agents must be given platforms to discuss change progress and to give feedback to change teams and deal with their departmental or group concerns and suggestions. Regular meetings and forums during the change process reduce potential resistance barriers (Morris, 2012). People should be allowed to express their frustrations and complaints in those forums. Organisations fail to realise that resistance offered by people is not due to the change idea but it is the treatment they receive in the change process (Cooper *et al.*, 2012).

The results from study in analysing this objective indicated that stress levels and employee relations need to be strictly monitored by line managers and project managers. It is recommended that Blendcor should not only be concerned with the project success as projected but should also attend to the health status of employees during and after the performance. Absenteeism statistics can be used to analyse whether the problem is due to the group being affected by change. Health status checks can be done using the company facility (clinic) to check any health issues related to the change. If these issues are ignored, critical stakeholders of the change will cripple or delay the change, as they could be unavailable due to illness. This analysis can benefit the business in tracking the workload balance on individual performance. Other employees can be stressed by the volume of the additional work required from them in supporting the change, as indicated in Chapter 4. It is vital for a business like Blendcor to audit big changes to identify whether they are overloading certain individuals. Employees should be allowed to express their discomforts during the change (Elida-Tomita, 2010).

It can be concluded, based on above results, that the study was able to establish the possible barriers of the organisational change. The next challenging item is how Blendcor can include health status checks on employees involved in major changes.

Objective 6: To investigate whether there is a link between the employee turnover and the current change

The study did not clearly identify the link between the labour turnover and the current change. A few factors indicated that during change there was an increase in employee turnover. Higher employee turnover may not be good for a business. It can cost business talent and affect financial terms. For an organisation that has made significant investment in training and developing of employees, that investment is lost when employees leave (Mello, 2011). While change is very important for employers, it is imperative to note that employees determine the ultimate success of such changes to avoid higher labour turnover (Fugate *et al.*, 2012). The study indicated that the high turnover at Blendcor during the change could have been due to the following issues:

- Uncertainties regarding job security;
- Low job satisfaction from employees;
- Low trust between staff and leadership.

Blendcor needs to consider that high labour turnover may cause the change to fail as the organisation loses more talent and experience during crucial stages of change. Higher turnover is a sign of group or individual resistance to change. It is therefore recommended that the organisation develops strategies to counter the high labour turnover issues as mentioned below.

Uncertainties regarding job security

This can be resolved at the beginning of the change project by clearly communicating the change vision and goals, as mentioned in Kotter's eight change steps. According to Cummings and Worley (2009), people's behaviour changes if they are uncertain about the future of the change in the organisation. Detailed communication of each change goal will clear any uncertainties from employees at an early stage.

Low job satisfaction from employees

Job satisfaction has a direct effect on the employee turnover rate (Tooksoon, 2011). The study has revealed that Blendcor had more employees who were not satisfied during the change and therefore employee turnover increased during change. This proves that job satisfaction was one of the reasons for higher labour turnover at Blendcor. One of the important tools recommended to improve job satisfaction is training. According to Tooksoon (2011), job satisfaction does induce employees to work in long-term positions. Resistance due to low job satisfaction is also caused by lack of knowledge, skills and experience when implementing the change (Mittal, 2012). Training will improve the skills of employees and motivate them. Training can empower the organisation with more talent for the future to close gaps created by absenteeism and higher employee turnover. The study has revealed that involvement of employees as change agents will also boost employee job satisfaction and reduce or prevent resignations.

Low trust between staff and leadership

One of manager's responsibilities during change is to lead change and motivate employees about the change (Jamaludin *et al.*, 2012). It is therefore recommended, as per the study, that leaders or managers lead in encouraging or motivating staff to change. Lack of trust is one of the components that can demotivate people and cause conflicts, which may result in higher labour turnover. Management visibility in support of change will improve trust and create enthusiasm about the change project among employees. Managers should not make

many promises during change as it can damage the trust. It is recommended that there should be an action tracker for all change promises made. All feedback should be given to employees promptly to ensure that the level of trust is always maintained.

According to Dool (2008), reducing the number of change initiatives is a powerful tool to avoid high turnover of employees. It is recommended that Blendcor should monitor the number of change projects that are initiated in relation to business capacity.

Based on the above results, it can be concluded that the study was able to establish the possible barriers of the organisational change; however, further research can be done on how Blendcor can, for changes in the future, measure the labour changes in relation to change to avoid the costs incurred in labour turnover.

5.3. OTHER RECOMMENDATIONS ARISING FROM THIS STUDY

Results of this study have indicated that the success of change is dependent on people's participation before and during the change. The study has concluded that the employees should be involved from the planning stage through communication as well as in brainstorming of ideas.

The other recommendation of the study is the application of tools that will sustain the change. Sustainability can depend on policies, procedures, and technology applied. Blendcor should look at increasing talents through recruitment and skills development programmes. Talent in an organisation will create sustainable and continuous improvement, which gives an organisation competitive advantage. Blendcor has started to look at talent management but it should be visible to and understood by employees. This is a key factor for a cost effective and continuous improvement of the business. Competitive advantage for an organisation comes from proper alignment of talent management elements instead of designing new ones (Stahl, Björkman, Farndale, Morris & Paauwe *et al.*, 2012). Talent management will create high performance results that can be maintained and assist the business to achieve its strategic and operational goals and objectives. Proper talent management will include retention, diversity in the business, skills gaps, onboarding processes, succession management, career pathing, career development, up-to-date market level compensation, proper and clear recognition programmes, professional and leadership developments, coaching or mentorship programmes, engagement with employees and

workforce planning. Talent management is a great tool that Blendcor needs to focus on for future improvement.

External recruitment is good but it must be based on business skills gaps that have been analysed. It must fulfil the objective of increasing the quality of talent that the business does not have. This means that before Blendcor considers recruiting external talent, they must first scrutinise the talent they have in terms of objectives they want to meet. Brundage and Koziel (2010) indicated that successful retention starts before hiring external persons. Blendcor has to make use tools for keeping the best talent they have, such as motivation methods in the business. An effective retention process is much cheaper than recruiting, and creates a comfortable and healthy workplace for most of the employees. An increased focus on talent management tools will contribute to minimising the number of barriers during any change activity. It saves costs that are incurred during the change projects due to skills shortages within the organisation. It is recommended that Blendcor and other organisations have proper channels feeding talent to the business. Further research is still required to determine how the shop floor recruitments channels affect the business changes due to lack of proper talent. The results of this study indicated that a lot of external recruitment in critical positions took place during change. This was done to improve skills during change. It is therefore important for Blendcor to invest in talent management because change will continue to be a necessity for a world class company. It gives the organisation a competitive advantage as they will save in talent costs but still be able to compete. Talent management will improve security and trust between employees and management. Results of the study indicated lack of trust between employees and management.

Based on the tabulation and inferential analysis results, other significant recommendations for organisational change at Blendcor are as follows.

- Blendcor should deal with the job satisfaction issue in the middle age group, 26 to 35 years, which is the core group of the business and has the highest population. The indication of low job satisfaction will require the company to spend more money recruiting more talent that it is unable to keep satisfied. It is recommended that Blendcor emphasises the current talent management principles across the business.
- The changes in age group at Blendcor has had an impact on change management. Based on this study, Blendcor must determine how to balance demographics of age

group and experience in the business to ensure any changes in the business are effective. This can also be done by using all statistical data collected by human resources and then reacting accordingly.

- Communication channels and types are not accepted equally at the different job levels. Results of the study have indicated that change communication was highly appreciated by senior managers and shop floor employees, while middle management was not happy about all communication. It can be recommended that the change management team should use different types of communication to ensure that all job levels' preferred types of communication are provided. Blendcor must conduct a survey to understand why some levels regard communication as poor and resolve the problem accordingly. As indicated by the literature, communication is a tool to help ensure the success of the any change project.
- Blendcor must ensure that even the smallest section of the population must be attended to during the change. The study indicated that BP and Shell employees were not involved in most change projects at Blendcor. This can affect the support of change from these critical structures of a joint venture, which Blendcor is. Blendcor should utilise the current management of change processes properly, to ensure all stakeholders are involved accordingly. There should be more training about change for all employees.
- The study of correlations indicated that good communication of change is related to higher satisfaction with a higher awareness about change. It indicates that Blendcor should focus more on communication stages to the right people, using the right channels, at the right time, to prevent unnecessary resistance from individuals and groups.

The last recommendation is that strategies of Blendcor change management projects need to be frequently reviewed. This will to ensure the sustainability of change ideas and the success of all change projects, and will provide Blendcor with a competitive advantage

5.4. LIMITATIONS OF THE STUDY

Previous researchers confirmed that all studies face challenges of limitations. For this study, the following limitations were identified:

- The sampling technique was a challenge in ensuring that there is a true representation of the population with proper demographics. Simple random sampling was not used because the sample size was too wide. A quota sampling method in non-probability sampling was used to ensure all subgroups of the population were truly represented.
- Collecting of data was slow due to a number of participants not having access to the internet to open the QuestionPro program. Manually collected data had to be captured into QuestionPro by the researcher. This caused delays in analysing the data and delays for the report.
- Administration of internet respondents caused delays as the respondent had to be reminded three or four times via the Questionpro system.
- The findings from the study could not be generalised due to the design of the study. Although non-probability sampling was applied, it could not be generalised as quota sampling was used in this study.
- Apart from direct limitations, there were also indirect limitations to the study. The researcher failed to finish the study as per targeted date due to health issues and loss of all information due to theft in his car. This caused delays to complete the last two chapters of the study.
- Research sample used was biased; it was not fully representing all characteristics of targeted population.

5.5. RECOMMENDATIONS FOR FUTURE STUDIES

The recommendations for further studies are based on the findings in the literature and the study results. Future studies are not limited to Blendcor's type of business but can be done for any type of business. Recommendations for further studies have been identified as follows:

- A study could be conducted to determine the impact of talent management during a change project in an organisation.
- A study to investigate what tools for proper communication of change management can be used when communication issues are encountered during organisation change processes.
- A study to investigate how organisations can support and benefit from wellness management of their employees during the organisational changes. This study has identified that understanding the wellness of change participants can prevent the

number of people barriers in terms of workload, stress levels and absenteeism. It can also minimise the rate of turnover during the change.

- A study to determine how an organisation can sustain changes in future with minimum cost to the business. This study indicated that change is not a once-off situation for a competitive organisation.
- The same study can be done to understand the effect of change, post 2015. This will determine whether the results of the current study were true; and it will be possible to recommend how Blendcor can sustain all successes they will have achieved due to change, post 2015.
- A study to investigate how Blendcor can utilise people statistics data to understand the status of culture in the organisation and implement relevant management tools during the change. This study has indicated that understanding people of the organisation will make it easy to implement any change. Human resources usually have statistical data that can be used in the preliminary stages of any change management to make correct decisions.
- A study could be conducted for further investigation of the latest change management tools used by world class organisations to remain competitive.

5.6. IMPLICATIONS OF THE STUDY

The results of this study add to a number of studies that Blendcor has done to understand the future of the business and make proper decisions. The findings of this study can serve Blendcor as well as other organisations or businesses that are working on change management in order to achieve world class recognition. The study has highlighted the importance of relationships within an organisation during any change process. This study has also indicated how important it is to plan all stages of change before they are initiated to avoid high resistance. Furthermore, the study has pointed out that change is about people, not only about ideas, and therefore it is vital to incorporate good people management skills for the success of change programmes and the future of the business.

5.7. SUMMARY

All objectives of the study were achieved. The results of the study provide Blendcor with valuable information of what needs to be done and tools they can use to ensure change management is successful. Recommendations made by this study can be used to review the

change management approach at Blendcor and can add value to other similar organisations to Blendcor.

The study indicated that change in an organisation needs commitment from management across all areas that are affected by change. Blendcor can learn from this study that any change needs to be communicated to the right people before the change process is started and regular communication during the change is essential. Communication should continue after the project to celebrate successes and learn from mistakes. Employees' reactions or concerns during the change should be addressed with proper design structures. Change should not be valued as a once-off event. Merrell (2012) argued that for a business to survive the turbulent and uncertain business environment, they must be able to apply change properly. As Blendcor is aiming to achieve and maintain world class status, they have been heading in the right direction to gain a competitive advantage in the lubricants industry. An organisation that adopts and applies change management properly will have a competitive advantage (Bold, 2011; Gelan, 2011). The change management projects at Blendcor should bring success and help them to achieve their objectives if all identified issues are addressed accordingly.

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**APPENDIX I:
QUESTIONNAIRE**

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS & LEADERSHIP**

MBA Research Project

Researcher: Dumisani Neville Cele (0824995421)

Supervisor: Steven Msomi (0716765447)

Research Office: Ms P Ximba 031-2603587

Perception's about Change Management at Blendcor

The purpose of this survey is to solicit information from Blendcor staff regarding their perception about change management. The information and ratings you provide us will go a long way in helping us identify impact of change management. The questionnaire should only take **10-15** minutes to complete. In this questionnaire, you are asked to indicate what is true for you, so there are no “right” or “wrong” answers to any question. Make sure not to skip any questions. If you have questions at any time about the survey or the procedures, you may contact Dumisani on celen@blendcor.co.za or 0824995421 or 031-4506676. Thank you for participating.

SECTION A: Demographic information

1. What is your age range? Please tick the relevant box

Between 18 -25	
Between 26 - 35	
Between 36 – 45	
45 years +	

2. Gender

MALE FEMALE

3. What is your job title

- Director
- Senior Manager
- Junior Manager
- Supervisor or Team leader
- Accountant
- Administrator or clerk or officer
- Technologist or engineer
- Operator
- Other

4. What is your current employment status with Blendcor?

- Fully employed
- Contractors
- BP/Shell employee

5. How long have you been working with Blendcor?

0 - 2 yrs	<input type="checkbox"/>
3 - 5 yrs	<input type="checkbox"/>
6 - 8 yrs	<input type="checkbox"/>
9 - 12 yrs	<input type="checkbox"/>
13 - 15 yrs	<input type="checkbox"/>
16 yrs and over	<input type="checkbox"/>

SECTION B: This section consists of question and statements express the awareness and understanding of change at Blendcor.

1. Are you are familiar with change management at Blendcor

- Yes
- No

2. I am aware of change initiatives in my working area

- Yes
- No

3. Participation to Blendcor Change Management Projects is opened to any employee

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

SECTION C: Which of the following statements best applies to how you feel about how Blendcor Change is managed ?

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Change goals are clearly communicated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All change issues from people are attended	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is good feedback of change stages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main stakeholders are involved in any change projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ideas for change are hidden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication about the change is limited to only those directly concerned with the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roles are clearly defined during change implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D: Please mark below with X what best represents how you feel about Blendcor Change success.

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
I feel that now everyone is focused on same objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change has improved management of the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blendcor has improved in skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blendcor is now clear about the direction to the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is now a strong leadership at Blendcor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change has improved fairness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change projects have improved business efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blendcor culture has improved after change implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION E: Using the statements below rate your opinion about the status of Change at Blendcor

Wide time scales for implementation and goals are met

1. Very Unsatisfied
2. Unsatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

There are long periods of planning before change is delivered

1. Very Unsatisfied
2. Unsatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

Change projects are well managed and completed in time

1. Very Unsatisfied
2. Unsatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

Blendcor will achieve the main objective to be among the best lubricant oil blending plant by 2015?

1. Very Unsatisfied
2. Unsatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

Current change management puts Blendcor in the right direction to be a world class organisation

1. Very Unsatisfied
2. Unsatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

SECTION F: Please rank (1-8) the requirements about change in order of importance to you.

Understanding why change is happening and why it is necessary.	
Any change project must be implemented by people with the necessary core skills in a clearly defined and tracked manner.	
Having assistance from the project owners, project infrastructure, training specialist to create a supportive environment.	
Feeling that everyone is focused on the same goals and objectives.	
Appreciation of how the change will take place and be effectively communicated.	
A sense of urgency when making and implementing change decisions.	
An understanding of the reasons and content of the proposed changes.	
The presence of strong, positive and consistent leadership.	

SECTION G: This section contains statements that are commonly experienced in organisations during change implementations. Please mark below with X what best represents your experience on Blendcor Change.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Unpleasant, hostile working conditions with increased interpersonal conflicts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are increased levels of stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainty with regards to job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainty of the future of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is no resistance to change and new ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Higher job satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is low level of trust between staff and leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racial discrimination is avoided during change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any other observations you have noticed during the change implementation

Comments:

Thank you for taking the time to complete this survey. Your support is greatly appreciated.

APPENDIX II: ETHICAL CLEARANCE



13 August 2013

Mr Dumisani Cele 210525270
Graduate School of Business and Leadership
Westville Campus

Protocol reference number: HSS/0733/013M
Project title: Perceptions about Change Management At Blendcor

Dear Mr Cele

Expedited Approval

I wish to inform you that your application has been granted Full Approval.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. Please note: Research data should be securely stored in the school/department for a period of 5 years.

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

You

.....
Dr:

/px

cc Supervisor: Mr Steve Msomi
cc Academic Leader Research: Dr E Munapo
cc School Administrator: Ms Wendy Clarke

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Acting Chair)
Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 3587/8350/4557 Facsimile: +27 (0)31 260 4609 Email: ximbap@ukzn.ac.za / snymanm@ukzn.ac.za / mohunp@ukzn.ac.za

Website: www.ukzn.ac.za

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

INSPIRING GREATNESS



APPENDIX III: TURNITIN

3/15/2016

Turnitin Originality Report

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