

UNIVERSITY OF KWAZULU-NATAL

Perceptions of employees on organizational change in a beverage company
(Bevco)

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

Graduate School of Business and Leadership

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2019

DECLARATION

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Acknowledgements

I wish to express my sincere appreciation and gratitude to the following individuals, without whose assistance this study would not have been possible:

- Supervisor (Dr Chikandiwa) for providing an insightful, interesting view as well as encouragement towards completion of the study
- Respondents (Beverage company Employees), for taking their time to complete the questionnaires, without this survey would not have possible.
- My ex manager (Mr J Makhomu) for giving me an opportunity to conduct a study at the site managed by him and allowing time for the employees to complete a survey.
- My current manager (Mr D Harold) for his support and allowing additional statistical training that assisted in the data analysis of this study.
- My family for their support and encouragement to complete this research after a long time.

Abstract

Organisations need to change in order to remain in business as change is driven by macroeconomic market maturation, competitiveness, cost-creep or the desire to improve. Change affects individuals as well as entire organisations. However, the extent of the impact varies depending on size and time lapsed. Change affects individuals and the reaction towards change differs from time to time as some employees tend to accept change and others resist change. This study aimed to understand how employees react towards organisational change and or how their perceptions influence employee support or resistance to change of the beverage company (Bevco), as well as key success factors for change. Questionnaires were designed and issued to all employees, and a 90% response rate was acquired. The responses were captured and analysed based on data collected. The study found a relationship between perception and or support for change, as well as for resistance to change, after analysing control variable as well as dependant and independent variables. From the study, the recommendation was that change communication must be done with individuals directly affected by change. Thereafter with those who are indirectly affected, especially when restructuring. The researcher recommended that once the change implementation is complete, information to that effect must be shared with employees to ensure that employees are settled after the change implementation. In a unionised environment, engagement needs to involve more stakeholders, not only the union representation. It is recommended that management must not only focus on implementation, but must also consider offering employees the means to deal with change.

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CHAPTER ONE

Overview of the Research

“Any change, even a change for the better is always accompanied by drawbacks and discomfort” (Bennett, 2011)

1.1 Introduction

Business needs to change periodically. (De Smit, Lavoie and Hioe, 2012) postulated that this may be caused by macroeconomics, market maturation, competitiveness, cost creeping or a desire to improve. The need for change may result in senior management overlooking the softer skills that leaders need to disseminate change in the organisation. Any positional leadership is aware that change within the organisation is not easy, but a normal part of progress within the dynamic nature of business. Staren (2013) mentioned that despite expertise to best manage change, change is not normally clear, nor is it managed well.

Senior and Fleming (2006) provided a picture of the future and its effect on people and their willingness to change. Change can affect individuals and the entire organisation. However, the extent of impact may vary depending on the size of the organisation and time lapsed. Individuals who have been affected by change may react differently at different times.. In some instances, they may be in denial and resisting change, followed by exploration and finally commitment (Staren, 2013). Leadership attention to change is necessary to ensure that stakeholders' feelings are managed. Thus the leaders must have the ability to inspire and promote collaboration.

1.2 Motivation for the Study

Cascio and Montealegre (2016) state that there is change around the world influences organisations to change in a rapid manner. Thus, organisations need to change in order to remain in business. This implies survival of the fittest in business. According to Naeem, Khan, Orkzai and Shah (2013), change processes in companies and in divisions are an

innovation step that requires significant planning. The importance of organisational change cannot be pointed out enough. A fair number of research studies have been conducted within the subject of change, change management, attitudes towards change, as well as change readiness (Morries and Raben 1995; Agocs 1997; Vithessonthi 2005; and Hallgrímsson 2008). Thus the aim of this study was to assess how a Beverage firm (Bevco) considered the critical success factors during change implementation, as well as understanding how employees' perceptions influenced employees' reactions towards organizational change.

1.3 Focus of the Study

The study focused on change management strategies, change leaders and change impact on employees. This include analyzing the predetermined critical success factors and employees' reactions towards change when implementation, as well as their attitudinal responses, such as change readiness i.e. support or resist change. The study aimed at determining the relationship between the demographics of the organisation and how it influenced employees' reactions towards change. The study aimed to unfold employee perceptions and or attitude that influences employees resisting and or supporting the change in the beverage company (Bevco).

1.4 Problem Statement

Change is part of life and business. However, it is not an easy process. Change requires careful management and should not happen by chance in order to yield best results. For change to be successful, there are key issues that should be of focus i.e. strong leadership, consensus at the top management, shared vision, the right attitude, a systematic approach and high employee involvement (Kaizen Consulting Group, 2013). One would ask why change management is still significant and a current topic? Schmidt (2012) mentioned that the speed of change and globalization are amongst the reasons for change. Both internal and external factors have led to firms initiating change in order to survive, including increased competitive pressure, new government regulations, technological change and management of team change (Vithessonthi, 2005). New technology is increasing the speed

of change day by day. Product life-cycles become shorter and require the customer to request changes more frequently and to develop and adjust organisational strategies frequently.

Bevco has been facing a tough trading environment driven by strong competition and a weak local economy. The competition has engaged in a price war. The country's economic growth rate projections were moderate for the next few years. The labour market was turbulent and unpredictable. Therefore, there was an acute shortage of requisite skills required and Bevco was no exception. In addition, the business was experiencing persistent input costs pressures (including import tariffs) caused by the exchange rate exposure of commodities, and fuel price increases. It was evident that in order for the organization to survive, they needed to fast track the changes or they would have paid dearly by losing customers, as they needed to become competitive and gain a competitive advantage over their competitors.

The mentioned challenges lead to senior management making an informed decision to merge business units, which led to organisational restructuring. This change impacted on the way business is conducted, from the sourcing of material at competitive rates; manufacturing focusing on reducing the cost of production by becoming more efficient, "automation was introduced", amalgamation of business units took place and different ways of trading finished goods were implemented. Bevco had to restructure at both corporate and site levels. There were casualties along the way in terms of retrenchments. Researchers (Kotter, 1995; Kotter and Cohen, 2002) mentioned that employee reactions towards change have critical implications for change implementation and firm performance. Embarking on change presents an enormous risk and challenges as change occurs, as strategies need to be fast-tracked to fit with organisational changes and culture. Hence, the perceptions of stakeholders also play a role in change and change management. Employees tend to react different during change and this is influenced by how they perceived the change, which has an impact on businesses. Employees play a vital role during the change and their reaction could be influenced by how they had perceived the

change being implemented. Hence, the study unfolded employee perceptions that influence change reactions (readiness, support or resist change) in Bevco.

1.5 Research Sub-Question

The main purpose for organisational change was influenced and driven by rising costs, a shortage of a skilled workforce and the need to become more efficient during manufacturing (Ophanides, 2013). This affected the employee and how they perceive change. The research intended to unfold the research questions (RQ) listed below:

- RQ1: What is the impact of demographics on employees' reaction towards organizational change in Bevco?
- RQ2: What perceptions influences employees' support for organizational change in Bevco?
- RQ3: What are perceptions that influence employee's resistance towards organisational change in Bevco?
- RQ4: What factors are important when carrying out successful change in Bevco?

1.6 Objectives

The main objective of this study was to understand how Bevco implemented change and how it influenced the employee perceptions towards change. The research objectives (RO) below were set to aid in unfolding the research question.

- RO1: To explore how demographics affects employees' reaction towards organizational change.
- RO2: To determine the levels of perceptions and/or attitudes influencing employee resistance to organisational change.
- RO3: To determine levels of perception and/or attitudes that influence employee support for organizational change.
- RO4: To determine important factors when carrying out successful change in Bevco.

1.7 Justification for the Study

Employees from all levels of the organisation play an important role in organizational change. Therefore, it was important to consider the critical success factors of organizational change management, as well as employees' reaction towards change. Previous research on organisational change management and its influences on perceptions has been done on the service industry, whilst this study assesses the perception of employees in a manufacturing environment. The stakeholders for this study were all employees, for instance middle management, first line management, bargaining and non-bargaining employees including the human resource role in change implementation in the manufacturing industry. The beneficiaries of this research were change agents, scholars, consultants, employees and companies. As part of the management team, changes are a way of life through total quality management and quality circles, which are aimed to improve efficiency in the factory. This study will assist in recommending the best methods for implementing change, depending on the situation as some quality changes are customer-driven.

1.8 Limitations of the Study

This study examines organisational change at only one time point at Bevco. Perceptions of employees towards the change may change over time and other identities, like professional identity, may influence perceptions. In addition, the study was conducted at one beverage factory although the business change affected the organisation as a whole. Thus, the results will be true for this factory and conclusions from this study would be useful for similar change implementation in similar situations in a manufacturing environment

1.8.1 Sample Size

The site has 104 employees, including middle management, first line management (Supervisors) and bargaining and non-bargaining employee. It is relatively small and the researcher could not use sample and population. She used a census approach. Based on Sekaran and Bougie (2010), the sample size should be 63 with a confidence level of 95% and five percent margin of error indicated at +/-five. Sekaran and Bougie (2010) described studies as either exploratory, descriptive or conducted to test a hypothesis. Descriptive

tests and relationships (regression and Coefficient) was the basis for this study. Qualitative and quantitative methods two approaches for data collection in a research design. Qualitative research relates to interviews while quantitative analysis relates to survey questionnaires. The quantitative approach would be utilized was due to difficulty in interviewing employees in a production environment and the time constraints.

1.8.2 Administering of the Questionnaire

The collection of data was facilitated by using a questionnaire. The questionnaire was circulated electronically for office employee and factory employees were issued with hard copies since not all employees had access to personal computers. Response rates were low and management created a suitable environment during the annual induction and allowed time for employees in Bevco to complete the questionnaire.

1.9 Summary

This chapter had given an overview of what the researcher intended to accomplish in this research. Motivation, problem statements and justification were discussed. It is worth noting that change is constant. However, employees tend to react differently depending on how they perceived the change. When organisations are embarking on a change journey, employees become a centred part of change, including its implementation. Thus, it was necessary to conduct this study to assess how the company change implementation process occurred and how employees' perceptions influenced the change reaction. Research questions and objectives were formulated to that ensure the focus of the study was understood. Limitations to this study were discussed. The theoretical background for this study is discussed in the next chapter, which reviews the critical success factors, employee perception and employee reaction towards organisational change.

CHAPTER TWO

Review of Literature

2.1 Introduction

The Literature review chapter establishes current knowledge on this research study titled: Perceptions of employees on organisational change in a beverage firm. In this chapter, change and change theories, critical success factors for change and perception or attitudes are summarised, interpreted and critically evaluated based on existing literature. The intention is to enable the research to develop knowledge and literature may resolve a controversy that may result in additional research and to define the topic being researched. In this literature review, research items will be discussed, drawing information from available literature on change perceptions and attitudes. This chapter aims to discuss academics opinions and previous researchers' results, which will enable one to identify the research gaps and formulate research issues.

2.2 Change and Change Management

To survive and thrive in turbulent and uncertain times in an organisation, change is a constant reality (Management Services, 2012). Change is a normal part of progress and leaders are aware that any type of organisational changes are not easy (Staren, 2013). Faghihi (2012) concurred that organisation leaders are challenged by scarce resources and they need to work effectively and resolve issues whilst spending less money. Chaffey (2004) defined change management as process, structural, technical, people and change culture management within organisations in order to maximize collective benefits and minimize failure risks.

Successful organisations seek different ways by creating an environment that allows them to reinvent the competitive landscape and create a change culture that leads to long-lasting change. Leaders must emphasize action and the need to make changes swiftly, with as few disruptions as possible.

2.3 Change Drivers

Change usually alters the routine, challenges perceptions and makes people reflect on how things are done. Change can be planned or unplanned. Planned may include simple things like changing the office, or introducing flexible working whilst unplanned includes lay-offs and redundancies initiated by economic downturn (Acas, 2010). There are changes that directly affect individuals such as new job descriptions or individual redundancy, while the entire organisation is affected by office moves or company re-branding.

Changes are caused by internal and external pressures. Acas (2010) highlighted examples of change due to external forces as changes in global markets, competitors or technological change. Internal pressures are driven from within the organisation, such as the need to review procedures and policies, pay structures and employee feedback (Acas, 2010). Many organisations need a certain degree of pressure as part of their working life. For instance, change often occurs when a tipping point is reached from exerted pressure. Employers realize that something needs to be done. Hence, change will be initiated.

2.4 Critical Success Factors for Change

Change entails people doing what they have not done before (Galvin 2003). Change needs to be managed to ensure economic survival, accountability, employee well-being, organisational effectiveness, employee engagement and employment relations (ACAS, 2010). Plotczyk (2014) mentioned three key drivers for successful change as leadership, personal change and organisational change. According to Plotczyk (2014), leadership entails creating a compelling vision, defining business drivers and communicating the vision clearly to drive change, whilst personal change involves overcoming resistance to change, a creative sense of urgency, excitement, motivation and personal purpose. Effective change management involves communication and consulting, engaging in an emotional journey, understanding legal duties and problem-solving techniques, strong leadership demonstration and employee engagement (ACAS, 2010). It is not an easy process to manage change. There is no prescribed method. However, the study will view the basic

building blocks that may be adopted, such as management or leader responsibility to create vision, lead, consult, engage employees and reflection on how change had been managed. In addition, Quinn (2013) mentioned that successful change leadership is not an easy task and thus recommends that organisations consider system factors for successful transformational changes.

2.4.1 Leading Change

The important key in successful change management is leadership. Plotczyk (2014) asserts that no change will happen without leadership and to a large degree change affects the organisation as a whole and should be driven top-down by senior members. Friedmann (2012) mentioned that for change to be successful, leaders must consider a systematic approach to the human side of the change, leader commitment, leader involvement, and encourage key players to be accountable and committed to clear, frequent and timeous communication.

A majority of organisations with effective change management had a clear vision on the intent and purposes of change (Management services, 2012). Shared vision is important when embarking on any change and thus requires a change leader with an inspiring view of the future to encourage others to move forward with it (Quinn, 2013; Plotczyk, 2014). This will enable people to buy-in to change and commit as they are guided by the vision, whilst creating a sense of urgency.

When communication is initiated in a top-down approach through the organisation, leaders should be held accountable. Quinn (2013) mentioned that leadership commitment to change is demonstrated by communication, participation, resource commitment, sharing and the vision early. Commitment to a change is with hearts not heads. Leadership accountability is an important factor when considering buying into change (Quinn, 2013).

Leaders need soft skills to disseminate change throughout the organisation and these are often overlooked by senior executives (De Smet, Lavoie and Hioe, 2012). Research conducted by De Smet et al. (2012) highlighted that performance at a company's factories was inconsistent in terms of efficiencies; and productivity and costs were low. Therefore, the need for operational change was clear.

Effective communication of the change process can improve understanding of the need for change (Elving and Benebroek-Gravenhorst, 2009). The change process involves an element of risk and vulnerability. Visagie and Steyn (2011) highlighted that employees who management are likely to confidently engage with associated organisational change risk and eventually display high levels of change confidence and efficacy.

2.4.2 Communicating and Participation

Leaders must consider the impact of the change process on people. Galvin (2003) stated that people are required to do what they have not done previously during change. During the change, people are the most critical resource and when managing change, they can be supporter, barrier and risk where strong emotions are provoked by uncertainty (Friedmann, 2012). Therefore, to ensure that there is no misunderstanding, continuous communication plays an important role in managing change.

The effective strategy during the implementation of organisational change is to ensure that proper communication about the change process is executed and involves employee engagement in the process. Organisational communication processes are a major way to ensure an effective change execution process. Effective change management results in high organisational commitment as the need for change is understood (Waddell, Cumming and Worley, 2011). Effective communication is a method used by leaders to engage with employees, which will make employees buy into something. When embarking on change

good communication during change nurtures the alignment of the organisation from the top, motivates and guides employees (Management Services, 2012).

Stakeholder involvement will differ from each level and they should be provided with much information as possible, depending on the level (Victorian Quality Council, 2006). Change leaders must understand the stakeholders as well as the level of support and degree to which it can impact change either positively or negatively (Quinn, 2013). Leaders need to have a clear mandate when communicating to stakeholders as this will encourage more to be committed to change. Management needs to communicate openly and encourage debate and discussion to motivate people. The best scenario for motivating people is to have 'win-win' situations, as this will lead to a positive outcome. The success of the change effort can be achieved by support, understanding and establishing two-way communication with stakeholders. According to Plotczyk (2014), it is important to ensure that stakeholders are communicated to on a continuous basis. This communication will allow people and the Organisation to adapt to changes. Employee involvement in the change design and implementation can achieve effective management and be less likely to have employees resisting change (Management Services, 2012).

2.4.3 Learning

Change initiatives assisted by learning activities, are worth attention (Management Services, 2012). Collins (2009) wrote that the difference between good leaders and great leaders is that Great Leaders practice the fundamentals, consistently and extraordinarily well. Therefore, leaders should be creative, share and have an inspiring vision, leadership accountability and broad stakeholder involvement. Change leadership should have effective communication as a fundamental skill. Understand the language to use for the audience and the right balance of logic and emotion are a centre/part of effective communication (Management Services, 2012). A leader's ability to communicate is repeatedly mentioned because while it is a critical component for success when executing a change effort. Although there are a number of tools that could be mentioned, leaders

need to understand the tools available to them to lead and manage change and they need to become masters of these tools.

Change at the behavioural level is referred to as enabling behaviour (Management Services, 2012). The change effort is important to sustain change, especially when modifying the organisation's infrastructure i.e. performance plans, re-aligning job descriptions and measurement systems. Importantly, change leaders are required to provide support, coaching, and training to ensure that a change effort is progressive, as individuals tend to respond differently to change. Successful change leaders must have the ability to recognise and reinforce desirable behaviours and provide feedback on change progress and understand that individuals progress at different paces. According to Management Services (2012), the change organisation needs to set clear, measurable goals before change implementation to ensure they use resources efficiently, put in corrective action measures as change progresses and gauge whether the change program achieved as the set targets.

2.5 Change Models

Academics have analysed different ways to manage change, which include Kotter's Model, Kurt Lewin's model, Beer's model, Shaw's model and Proscis ADKAR Model. The Beer Model of change is focusing on the alignment of tasks to manage the change, which managers can institute via change-using policies; whilst Shaw's Model of change is viewed as a model with no beginning or end but a natural process, which is part of how Organisations evolve (ACAS, 2010). Amongst the change models, the study we will briefly review the Kotter model, Kurt Lewin model and Proscis ADKAR model. Staren and Eckes (2013) mentioned that change management had is defined as the "utilization of basic structure and tools to control any Organisational change effort". Kotter mentioned that two-thirds of Organisational change efforts fail (Staren and Eckes, 2013). Kotter's model has three steps as per Figure 2.1 below.

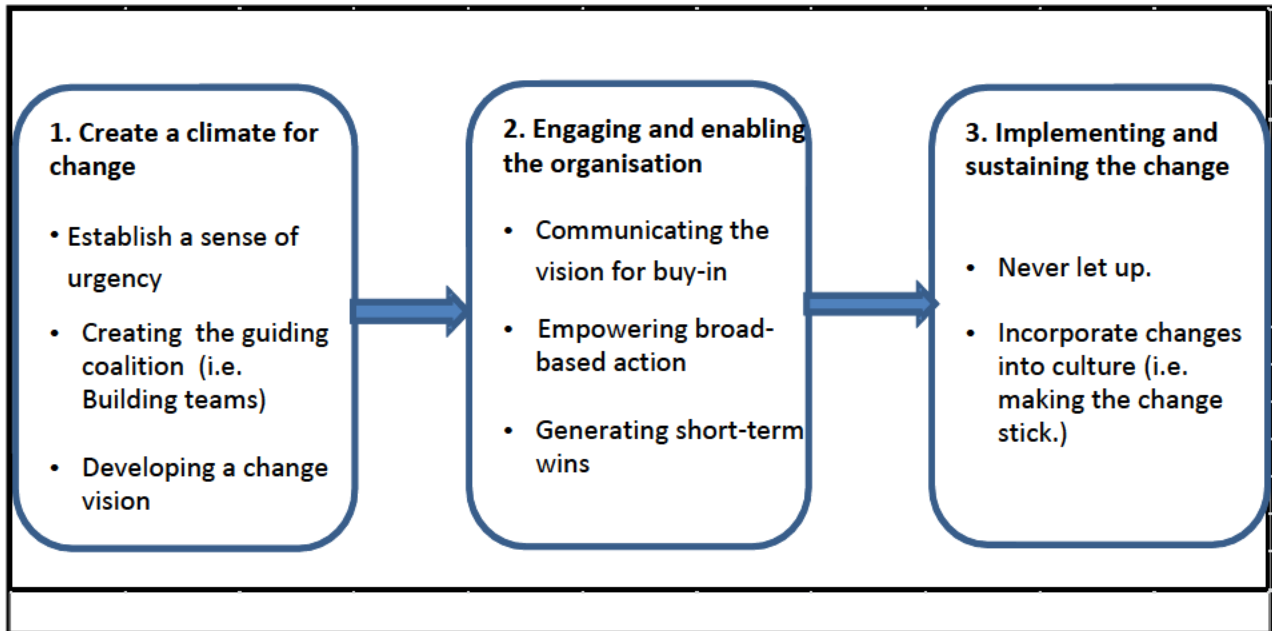


Figure: 2.1 Kotter’s model for change management

Source: Staren and Eckes (2013)

Figure 2.1 resembles three steps with eight sub-steps delineated by Kotter and continues to make an impact in the change management arena. ACAS (2010) views organisations as almost permanently operating in a frozen state, which needs to be unfrozen to overcome obstacle then refreeze. Kazmi and Naarananoja (2013) highlighted a considerable effort by Kurt Lewin in describing a three-stage process in managing change. These are unfreeze, moving and refreeze as per Table 2.1 below.

Table 2.1: Stages of Organisational Change

	Unfreezing	Moving (Changing)	Refreezing
Organisational objective	Preparing the organisation and rationale	Momentum development and structure change	Change reinforcement
Organisational activities	Resources gathering, Train and Explain, data collection	Impact monitoring and Implementation	Success rewarding and communicate achievement

Source: Hallgrímsson (2008)

Unfreeze entails overcoming inertia. A leader needs to have a clear mandate when communicating to stakeholders as this will encourage more to be committed to change. Different things motivate people, hence management needs to communicate openly and encourage debate and discussion. The best scenario for motivating people is to have 'win-win' situations, as this will lead to a positive outcome. Disregarding the existing mindset, thus bypassing the defence mechanism whilst moving refers to when change is happening and associated with chaos and confusion (Kazmi and Naarananoja, 2013; Wick and Quinn, 1999). Lastly, refreeze is associated with the item when new mind-set crystallizing and people reaching comfort zones similar to prior the unfreezing stage (Weick and Quinn, 1999)

When a group undergoes change, it has to do with the change of individual behaviours. Haitt (2006) stated that the collective behaviour produces the different outcomes for the organisation. Thus, organisations do not change but it is the people within organisation that change. Kazmi and Naarananoja (2013) and Haitt (2006) concurred and mentioned that the ADKAR Model denotes the necessary individual change building blocks. The acronym ADKAR refers to Awareness (create the need for change awareness); Desire (create the change desire); Knowledge (support employees with a knowledge base); Ability (enhance skill level) and Re-inforcement (reward employees for displaying the required behaviour so that it may last longer).

2.5.1 Theory of Change

Burke, Lake and Paine (2009) view change as ongoing and an endless process of organisational life. Previous research on organisation change focused on four main categories i.e. factors relating to successful and unsuccessful change attempts (Hambrick and Schechter, 1983; Cascio and Montealegre, 2016); process issues such as steps or phases or action taken to implement the intended change (Kotter, 1995, Galpin 1996); context issues which focus on internal and external environmental forces (Robbins and Pearce, 1992); and lastly the reaction issue which is focused on employees' response to change (Patterson and Cary, 2002).

There are internal and external factors that lead firms to initiate change in order to survive and this includes increased competitive pressure, new government regulation, technological change and management team change (Vithessonthi, 2005). The main driver for firms to change is to improve organisational performance by gaining high profits, improving responsiveness to the market, whilst gaining long-term competitive advantage. Organisations commence change due to internal and external forces, which include, increased competitive pressure, new government regulation, technological and management team change (Haveman, 2002). The research study intends to explore change that occurred in a firm, caused by increased competitive pressure and management team change.

According to George and Jones (2005, 2008), change is described as movement from a current state to a future state. Wieck and Quinn (1999) mentioned that change can occur in a relatively stable system that may remain unchanged ('First order change') or episodic change that transforms the fundamental structure of the system ('Second order change'). Change can occur at different levels of an organisation such as change in customer demands and preferences (industrial change). Change can affect the organisation as a whole or a specific part, as well as change can occur at the individual level of the organisation affecting employees or managers. Hannan and Freeman (1989) mentioned that change is usually initiated by organisational leaders who may have limited or insufficient information and who may be limited to internal factors such as organisational investments in plants, equipment and specialized personnel.

Positive organisational behaviour is defined based on criteria, like resilience, hope, efficacy and optimism (Luthens, Youseff and Avolio, 2007). Snyder, Irving and Anderson (1991) defined a positive motivational state as hope. Thus people with high hope have the ability to produce means to accomplish goals and are highly motivated to achieve or make a task a success. Therefore, it is sensible to say that hope is an important asset during the change

period to ensure positive organisational change and well-being of employees. Efficacy had been defined as the confidence of employee, to mobilize motivation, cognitive resources or action necessitating successful change actions (Bandura, 1997). Avey, Wernsing and Luthans (2008) mentioned that high efficacy employees are characterized as having persistent effort towards goal achievement and are self-driven. Optimism was described based on people who expect things that are good to happen to them, regardless of their personal ability (Carver and Scheier, 2002). It is worth noting that optimists during the change process maintain positive outcomes about how change will affect them. Resilience is described as the capability to cope and adapting to significant changes such as downsizing, and turbulent socio-economic times (Luthans, 2002 and Masten and Reed, 2002). Resilient employees will demonstrate ability to adapt positively and thrive under challenging situations during organisational change (Avey, Wernsing and Luthans 2008). Tugade, Fredrickson and Barrett (2004) suggested that people with high levels of resilience to cope with stress used positive emotions.

2.5.2 Change Concept

No organisation is immune to change (Visagie and Steyn, 2011). People react differently to change. Hence, Chreim (2006) argued that responses to organisational change are diverse since some drive the change process and others hinder the success of change initiatives. Chreim (2006) stated that most researches on organisational change initiative are focused on the attitudinal responses of employee when responding to change, such as change readiness or resistance to change. Visagie and Steyn (2011) proposed a model that incorporate attitudinal, behavioural and planned organisational change perceptual responses.

A distinction is made between employee perceptions of change processes, attitudes and behavioural intentions that develop towards the change. Visagie and Steyn (2011) mentioned that the model is based on employees' perceptions of change initiatives and processes (causal variables), as well as cognitive and affective responses and behavioural

intentions towards change (intervening variables) and their level of organisational commitment (outcome variable).

This research aims to broaden employee perceptions towards planned organisational changes in a beverage-manufacturing firm. The change that the beverage-manufacturing firm had been undergoing includes organisational leadership change and organisational restructuring. The research intends to focus on employee reactions and their perception of change process, as well as attitudinal responses more specifically.

2.6 Impact of Organisational Change on Employees

All organisations, to survive, need to adopt new business environments. Dordevic (2004) mentioned that change involves re-organisation, which affects employees in many ways such as layoffs, or facing new job requirements. Any type of change is not an easy process and it is part of progress. Thus, leaders should be well aware of this. The extent of the impact of change vary in magnitude and duration. Therefore, when embarking on change management, it is worth noting critical aspects that should not change (Staren and Eckes, 2013). Management focus is to reduce the size and duration of the change curve. Hence, leaders have to be attentive to how stakeholders feel about change, thereby ensuring that appropriate actions are taken to manage change.

During change, the individuals affected may go through different stages from denial, to resistance, followed by exploration and finally commitment (Staren and Eckes, 2013). A study conducted by Avey, Wernsing and Luthans (2008) revealed that positive organisational change is affected by attitude and relevant emotions and behaviours. Therefore, positive change will be largely influenced by higher levels of engagement attitude and positive emotions. Bakker, Van Emmerik and Euwema (2006) asserted that employee engagement impacts on the motivation of team members, as well as emotions that can positively influence organisational change.

According to Dordevic (2004), the main: leading reasons to decreased commitment during organisation transition are job design, job insecurity, decreased trust and increased stress. Reychav and Sharkie (2010) stated that when employees are satisfied in the workplace, this leads to employee commitment, decreased absenteeism and reduced staff turnover, thus less recruitment costs and training. Job insecurity occurs most in cases of involuntary job loss and is thus associated with the perceptions of potential threat to continuity. In the case of high job insecurity, employee commitment is decreased (Dordevic, 2004 and Senior and Fleming, 2006).

Decreased trust has a significant association with effectiveness, quality of organisational communication, teamwork and performance (Senior and Fleming, 2006). Askew, Biesler and Keel (2015) mentioned that trust is based on the psychological contract and on the ethical behaviour of management. Employees assumes that when they work hard and express high performance, their jobs will be safe. Dordevic (2004) mentioned that there is a correlation that employee trust is decreased when management behaves unethically. Trust is based on the psychological contract, as well as the ethical behaviour of management.

Scholars have mentioned that stress is caused by uncertainty. Conway, Slavich and Hammen (2015) posit that some employees may interpret organisational change in such a manner that it yields dysfunctional attitudes. Employees express stress differently: by becoming passive, aggressive and in worse cases, may go in to stages such as denial, anger, bargaining depression and acceptance (Fisher, 2012 and Holts, Armenakis, Field and Harris, 2007).

Fisher (2012) mentioned that individuals go through an emotional journey during the transition process, with as anxiety, happiness, fear, threat, guilty, depression, disillusionment, hostility, denial gradual acceptance, moving forward and then complacency at the last stage. The good thing is that not all people resist change. There are people who will embrace change. This will provide an advantage to assist with change management.

Others would be overtly but actively working against it, and the other portion would be attentive but non-committal to proposed change (Staren and Eckes, 2013).

2.7 Perceptions

Perceptions are described as being associated with constructs like attitude or emotions. Vithessonthi (2005) mentioned that perceptions influence people to understand situations and enable decision-making. Perceptions of uncertainty are related to people's behaviour. A study conducted by Ashford, Lee and Bobko (1989) revealed positive relationships between intent to quit and perceived job insecurity. A study conducted by Eisenberger, Fasolo and Davis-LeMastro (1990) showed that employees perceived various attitudes and behaviours as being related to organisational support. In general, perceptions deal with recognition and actions. Hence, the concept of recognition deals with the ability to discriminate and relates to the concept of categorizing (Vithessonthi, 2005). Biased perceptions are based on incomplete information and limited observations, thus affecting the person's decisions and actions. Anderson and Pained (1975) argued that information interpretation is based on a perceptual process, whilst the researcher noted a link between the perceptual process and information interpretation.

It is important in an Organisational change process to communicate because employees can create their own perspective and interpretation of the future state and how they think change will unfold. Coghlan (1993) asserts that there is evidence of more likelihood of employees formulating their own perspectives and interpretation of change due to a lack of information about change. Avey, Wernsing and Luthans (2008) mentioned that organisation commitment, job satisfaction and absenteeism can be caused by employee perceptions of organisational climate, which affects their stress level and coping skills.

2.8 Attitude

Attitude has been extensively examined. Attitudes have a role in human behaviour: (1) this entails an individual's positive or negative belief of a thing and forms an attitude towards a thing; (2) determines the individual intention to behave with respect to the thing and lastly, (3) intention to behave relates to the actual behaviour (Fishbein and Azjen, 1975). The predetermined intention to behave generally results from an attitude toward Organisational change. Subsequent behaviour by employees and management with positive attitudes towards change will support change (Vithessonthi, 2005).

2.8.1 Reaction to Change

Small numbers of companies can avoid big periodic changes in their core business. Due to environmental changes, businesses are faced with tough macroeconomic environments, market saturation, increased competition, increased costs or just the desire to improve (Smet, Lavoie and Hioe (2012). Change resistance is the opposite to change readiness. Attitudinal predictors of commitment and support for change are determinants of change readiness (Durmaz, 2007). Resistance to change was explained as a reaction displayed by employees when they are unable to cope with changes such as increased grievances, low efficiency, restriction of output, high levels of turnover and aggression towards management (Holts, Armenakis, Field and Harris, 2007).

Change may be disrupted or suppressed by change resistance, thus resistance to change needs to be minimized. Agocs (1997) mentioned that there are four types of resistance: refusal to recognize the responsibility to address change; denial of legitimacy of the case of change; implementation of change initiative is refused; and reversal of change initiative once implementation had been initiated. The researcher mentioned other determinants of resistance to change, which include fear of consequences or imagined consequences (Morries and Raben, 1995); understanding and assessing situations differently; fear of the unknown (Nabin, Forgeson and Green, 2001) and distrust towards change leaders

(Bridges, 1980). Therefore, people do not resist Organisational change, but rather the consequence of change. Change consequences are part of change efforts.

Vithessonthi (2005) framed reactions to change into dimensions intending to dissect and better understand the concepts of 'supporting change' and 'resisting change'. Vithessonthi (2005) described support for change as a high degree of contentment with change, whilst resistance to change was defined as a high degree of discontentment and another dimension related to active or passive in nature. Figure 2.2 below depicts these elements.

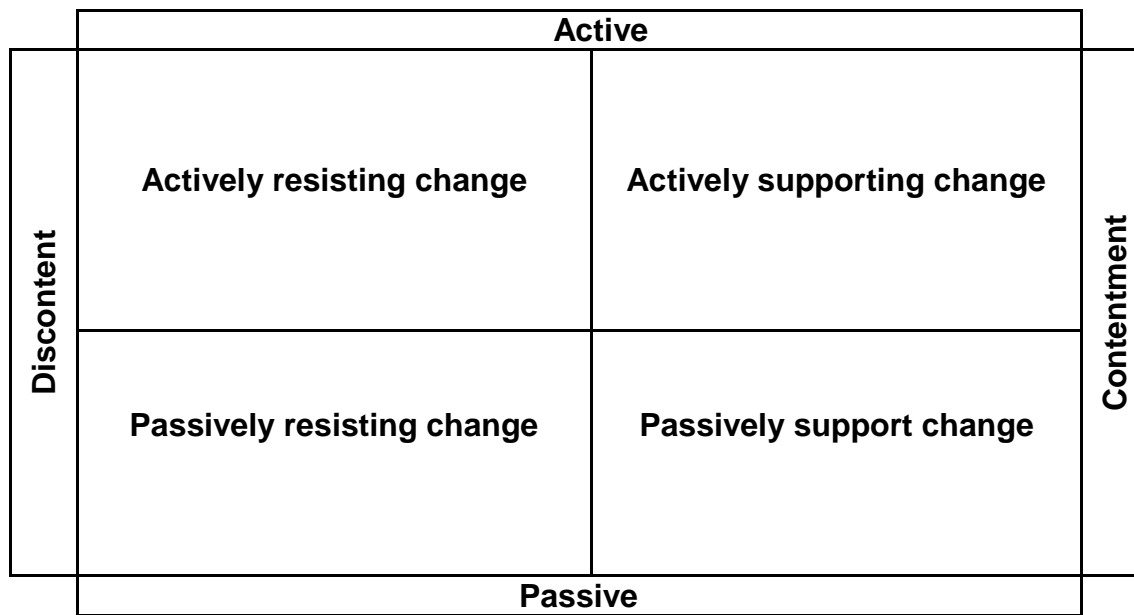


Figure 2.2: A categorization of reaction to change

Source: Vithessonthi (2005)

Figure 2.3 was adapted from Vithessonthi (2005) and exposed a neat classification of reaction into four categories, which are active and passive resistance as well as active and passive support. Employees quietly listening to the change announcement makes it difficult to know whether they support or resist change. Thus additional information will be required to understand their position with respect to change. On the contrary, if employees are acting in a way that they oppose the change effort, it is concluded established that they resist change. Vithessonthi (2005) defined active resistance to change as an active reaction

in nature that represents discontent, such as expressing opposition to proposed changes, which shows discomfort or disagreement with change. Passive resistance is associated with passive reactions in nature that represent discontentment with change, such as acts of ignoring change is passive in nature.

Active support for change is defined as an active reaction that reveals one's comfort and agreement with change and these actions associate with praising change, whilst passive support is a passive reaction representing contentment and represented by expressing agreement and reveals one's contentment with change. Employees' resistance to change and support for change depend on how employees construct numerous perceptions and assign the degree of importance to each perception, which can be associated with high or low levels of support for change or resistance to change (Vithessonthi, 2005).

2.8.1.1 Attitudinal Responses

Attitude is defined as a tendency of persons to feel either positive or negative about an item (Bagherian, Baharan, Asnarulkhadi and Shamsuddin, 2009). Organisations are made up of people; and they are a vehicle for change. People can embrace or resist change. Faghihi (2012) mentioned that organisations and people working must be ready for transformation for the change to be successful. Organisations can spend significant time, money and energy in the wrong direction if changes are implemented blindly and readiness for change was not assessed. Elving and Bennebroek-Gravenhorst (2009) viewed the level of readiness for change as a precursor for acceptance or resistance to change. Bordia, Hobman, Jones, Gallios and Callan (2014) confirmed that positive attitudes influence perceptions and acceptance due to employee involvement in the change.

According to Anghelache and Corina-Ben (2011), attitudes are indicators of organisational productivity and the effectiveness of work performance. Attitudes towards change are based on cognitive, affective and behavioural impacts. Visagie and Steyn (2011)

mentioned that the cognitive aspect is associated with change views focusing on disadvantages and advantages, knowledge of change management and its benefits. The affective aspect is associated with feelings of concern and dissatisfaction in making changes, whereas the behavioural aspect is associated with action taken in the future, such as embracing or resisting change (Anghelache and Corina-Ben, 2011).

Change can be received with strong positive or strong negative attitudes such as excitement and happiness, or with anger and fear respectively (Jones, Watson, Hobman, Bordia, Gallios and Callan, 2008). Critical to the success of the change initiative is a positive attitude that can prevent resistant behaviour such as hostility (Visagie and Steyn, 2011). Vikola and Nikolaou (2005) mentioned that negative reactions towards change occur due to increased pressure, stress and uncertainty. According to Visagie and Steyn (2011), judgements and thoughts of individuals about feelings and change (cognition) employee have towards change (affect) produces change readiness. Elving and Bennebroek-Gravenhorst (2009) mentioned that the cognitive behaviour associated with readiness for change are either resistance or support for the change effort. These are briefly discussed below.

2.8.1.2 Change Readiness

Large or small changes affect employees and when change unfolds, there is uncertainty. Visagie and Steyn (2011) state that change readiness could be achieved when affective and cognitive attitudes are present. They argued that when employees feel that change is necessary, justified and appropriate, change readiness will increase. Employee attitude, beliefs and intentions about the degree of change needed by the organisation reflect readiness for change, as well as the ability of the organisation to complete the intended change successfully. Conflict between organisational leaders and employees may be encountered if employees are not ready for the change. Armenakis, Harris and Field (1999) and Holts, Armenakis, Field and Harris (2007) assert that conflict has to be resolved to

create alignment between employees' beliefs and cognitions to those of organisational management to ensure that employees are ready for organisational change.

When employees feel that they are valued somewhat, they are less likely to resist changes. Armenakis, Harris and Field (1999) argue that there should be a clear distinction between change that benefits employees and the organisation. However, Jansen and Michael (2010) believe that employees are likely to support the change that benefits both employees and the organisation. Similarly, those who believe there will be no benefits will resist the change effort. Madsen (2003) asserts that employee readiness factors have a significant impact in preparing them physically and mentally for immediate action. Miller, Madsen and John (2006) examined workplace factors, which are job knowledge and skills, leader relationships and job demands as a focus, and found that employee readiness for change is significantly influenced by these factors.

2.8.1.3 Resistance to Change

Academics and practitioners agree that the primary obstacle for an effective Organisational change process is employee resistance (Armenakis, and Bedeian, 1999; Strebel, 1996). Avery et al (2008) supported that employee resistance is the Organisation's main threat when engaging in change for sustainability reasons, which usually entails internal and external conditions. Staren and Eckes (2013) mentioned that as part of the defence mechanism, people resist change because it elevates levels of anxiety. Regardless of the direct impact on individuals, the fear of the unknown can lead to considerable anxiety.

Often, decisions to change leadership or management and restructuring are made by executive or senior management. Thus, employees often have little participation and have to accept it. Restructuring often refers to people being laid off or assuming new roles in the organisation. Staren and Eckes (2013) mentioned that restructuring is a complex issue for the organisation. It can make or break them and thus needs to be managed effectively and staff engagement is of utmost importance. Therefore, the success of a restructuring

process is highly dependent on surviving employee engagement. The consequences of changes are sometimes underestimated. George and Jones (2005) argued that there is more focus towards implementation of the change rather than the process of change. Armenakis, et al (1999) assert that when employees believe that they can cope with change, they are less likely to resist the change. They have abilities and skills to execute activities and tasks associated with intended change implementation (Holts, Armenakis, Field and Harris, 2007). Visagie and Steyn (2011) mentioned that there is a strong correlation between employees change confidence and coping efforts. Low confidence level, and coping efforts cease, hence it is more likely to resist Organisational change. According to Staren and Eckes (2013), attempting to change people with high levels of anxiety can result in equal or greater resistance than applied force. A study by Jones (2018) revealed that management and non-managerial staff referred more to conflict, division and expressed more negative attitude towards change compared to top management. This was due to top management and management focused on planning challenges and potential outcome of the change rather than non-management staff.

2.9 Perception-Based View of the Employee

Perception-based view of employees' in decision-making is focusing on using the attitude or perception for choosing a practical alternative in pursuit on one's goal (Vithessonthi, 2005). There are variations in decision and or behaviour in the same context, which can be interpreted based on perceptions. In this research, the intention is to consider whether perceptions are the basis for decision-making. People are different and react differently in similar situations and thus may perceive the same situation differently, depending on circumstances around them, which would lead to different reactions and decisions. Vithessonthi (2005) mentioned that perceptions differ across time and space. In an attempt to dissect this, it is likely that perceptions may differ based on time and space for the same item. If this perception concept holds truth, it is important to understand elements of this construct in order to deal with perceptions and or attitudes, used for decision-making and resolving problems.

2.10 Research Model

Bevco was faced with organisational changes relating to increased competition and a need to drive continuous improvement, as well restructuring (include layoffs) in some business aspects, which had a direct and or indirect impact on some employees. It is expected to influence support for change and resistance to change. The research study focuses on the extent of employees support or resistance to organisational change, as well as the relationship between perceptions and/or attitudes and reactions to change. These will be discussed further below.

2.10.1 Perceived Organisational Support

Perception and or attitude of employees about the changes may develop from different employee reactions to change. Eisenberger, Fasolo and Davis-LaMastro (1990) suggested that perceived organisation support is related to a wide range of work-related attitudes and outcomes. When employers treat employees favourable, then employees tend to have an obligation to respond favourable, to those who helped them (Gouldner, 1960). Aderiyi, Iyiola, Agboola, Akinbode and Epetimehin (2018) stated that organisational values are important determinants of effective organisational change. Hence, employees who are valued are willing and ready to react empathically to change since trust depends on satisfying common desire. Managers take necessary change action to reduce resistance to change. Studies conducted by Eisenberger, Fasolo and Davis-LaMastro (1990) revealed that perceived organisational support has a positive correlation with feelings of obligation. Therefore, during the change when organisations show support to employees, it encourages a sense of obligation for employees and rewards the organisation with support. Research suggests that a sense of obligation may be perceived as organisational support , which according to Vithessonthi (2005) may be deemed as positively correlated with support for change and negatively correlated with resistance to change.

2.10.2 Perceived Participation in decision-making

The assumption is that employee reaction to change is influenced by participation in decision-making. However, the question is what the extent of the impact is. Researchers emphasized that employees participating in decision-making promotes the employees'

acceptance of change (Lewin, 1951). The perception is that a researcher might expect that employees with high participation levels in the organisation's decision-making may tend to react more positively to change than employees with low participation levels in decision-making. The proposed important factor is that employees evaluate their participation in decision-making with regard to change and can freely express their concerns, opinions or suggestion. (Jones, Watson, Hobman, Bordia, Gallois and Callan (2008) mentioned that values are part of the organisational climate that facilitate positive responses to organisational change, which acts as an organisational coping resource. A study by Jones, Watson, Hobman, Bordia, Gallois and Callan (2008) revealed that many people, including management and non-managerial staff, perceived that neither the amount nor type of communication is sufficient despite a clear communication strategy, unlike top management (executive) that had a positive perception as they have responsibility for decision-making.

Decision-making relates to a variety of work-related decisions and attitudes. Appelbaum, Lious, Makarengo, Saluja, Maleshko and Kilbashian (2013) assert that employees who trust management are motivated and encouraged to participate in decision-making, which improves employees' effort, thus increasing their job satisfaction. A study conducted by Ruh, Kenneth and Wood (1975) revealed that participation in decision-making and job involvement have a correlation relationship. Insufficient employee participation in decision making leads to low levels of employee job satisfaction (Appelbaum, et al., 2013). A study conducted by Locke, Frederick, Lee and Bobko (1984) suggested that in production settings, participation in decision-making was less effective. Reyshav and Sharkie (2010) mentioned that employee commitment to the organisation and its decisions are increased by participation. However, Allen, Shore and Griffeth's (2003) study revealed a significant positive relationship between perceived organisational support and decision-making. The employees in an organisation feel less valued if they are not part of the decision-making process or not allowed to express their opinions, concerns or suggestions. Gouldner (1960) mentioned that organisations that do not value employees; may have employees return the favour and react negatively to the change. Keay (2018) mentioned that employers need to invest in their employees because they will invest in the company. Hence, this research will assess whether employees feel that they can express their opinions.

2.10.3 Perceived need for change

As mentioned in the earlier review, there are internal and external pressures that influence the organisation to change. Leaders need to communicate the intentions for change to employees. Patel (2018) mentioned that employees understand that change presents uncertainty about their roles in organisation. Kotter (1995) and Kotter and Cohen (2002) stated that communication from management tends to assist employees with an understanding of the situation the organisation is faced with, as well as understanding the need for the organisational change, which in turn facilitates the process of change and results in employee resistance to change being reduced. Consequently, the need for change would be understood, not left to employee perceptions which may be misconstrued. The reason for organisational change may vary from technology changes, to a survival need to improved performance. Employees may not realize the external factors faced by their organisation. Hence, top leaders normally drive the need for changes as they evaluate external and internal pressures. Due to a lack of knowledge from employees, leaders drive change and this may result in different views if there is no common understanding, which normally exerts pressure on employees' need for change. Hence, this study aims to assess whether employees understand the need for Bevco to embark on organisational change.

2.10.4 Attitude towards Organisational Change

The employee's attitude towards organisational change plays a role in how employees react to changes, as previously discussed in section 2.8. As discussed earlier in this research, attitudes can be positive or negative towards organisational change, which was mainly driven by how employees perceive changes and the circumstances. The employee decision-making process was evaluated in relation to employees' experiences with their decision (Davy, Kinicki and Scheck, 1991). Likewise, Sarnoff (1960) defined the attitude towards organisational change as displaying a favourable or unfavourable reaction to change within the Organisation.

According to Hittiararchchi and Jayarathna (2014), attitudes of employees are a reflection of their values and beliefs that impact on the improvement of individual preferences and thus results in determining how they make their own decisions. Bringselius (2014) concurred that emotions are bases for employee's to object to change, thus resulting in managers easily legitimising or ignoring those emotions. Battistelli, Montania, Odoardib, Vandenberghec and Picci (2014) stated that being aware of the concerns of employees regarding change could suggest reassuring. Endorsing change in the workplace has valuable means of coping with intense change-related demands. Thus, change initiatives are enhance by the involvement of individuals and the organisation. Rafferty and Simon (2006) mentioned that an important success factor for organisational change is to boost the readiness of employees by creating a positive attitude. The researcher would argue that a positive attitude towards change would result in reduced levels of resistance to change, leading to increased comfort feelings about change or high positive perceptions of a current change. It is also likely that positive attitudes towards change may weaken the uneasy feeling, thereby promoting positive perceptions of change and facilitate a decision to support change. Hence, this dissertation intends to assess the employee's attitude towards change such acceptance of change, ignoring change and resisting change.

- **Fear of Known and or Unknown Consequences of Change**

The literature in organisational behaviour on fear is still lacking. Five reasons for people resisting change are fear, vested interest, misunderstanding and a different assessment of the situation and inter-organisational agreements (Hellgriegel, Jackson, Slocum, Staude and Associates, 2001). Under normal circumstance, when employees understand and accept that they need to change, the difficulty comes with fear of the consequences. According to Kreitner and Kinicki (2008), when radical or innovative changes are introduced without warning, employees become fearful of the implications. On the contrary, when employees have high levels of fear of the known, they will tend to resist changes and the organisation's communication alone may not reduce resistance to change when fear is introduced by knowing the content of change (i.e. restructuring that will be accompanied by job losses). Kaushik (2015) indicated that some change programs succeeded while others

failed because employees resisted organisational change due to fear of losing jobs, distress/anger when it is not properly managed. Rebeka and Indradevi (2015) assert that stress management training must be in conjunction with organisations undergoing change in command to offer strategies for stress release and to better aid employees to deal with organisational change and other change-related concerns.

Robbins and De Cenzo (2008) state that changes can substitute ambiguity and uncertainty of the unknown (i.e. uncertainty concerns over the belief that the change is not in the organisation's best interest and over personal loss. Change is a trading of the known for the unknown, hence the fear or insecurity goes along with change. Employees develop their own perspective of change when provided with less information about change, which results in resistance to change due to fear of not knowing the consequences of change. Thus, employees stand up to change when they are not certain about its outcome (Waddell, Cumming and Worley, 2011). Robbins and Coulter (2008) mentioned the other cause for resisting change as the fear of losing what is currently possessed (i.e. status, authority, benefit that they value or personal convenience). Fears drive employees to protection mode. Vikola and Nikalaou (2005) stated that the negative reaction towards change occurred when there is an increase in pressure and stress and uncertainty. Researchers propose that when there are high levels of fear of unknown, there is a high probability that employees will resist change. Thus, this research will assess the potential effect of fear of unknown consequences of change on employees' reaction to change

2.10.5 Trust in management

Positive expectations not through opportunistic action, words or decisions is known as trust (Robbins and De Cenzo, 2003). There are dimensions on trust, namely consistency, competence, loyalty, integrity and openness (Robbins and Coulter, 2008). It is important for leaders or management to build trust relationships with employees as employees respond affirmatively to trustworthy leaders and differently when trust levels are low. Jones, Watson, Hobman, Bordia, Gallois and Callans (2008) study emphasised that positive

attitudes towards change by participants indicated the problematic nature of achieving effective communication, as well as conflict and negative attitudes to the change. During the change process, executives have a key leadership role to reduce the impact of change on management and non-managerial staff. Appelbaum, Liou, Makarengo, Saluja, Maleshko and Kilbashian (2013) assert that employees that trust management are motivated and encouraged to participate in decision making, which improves employee effort, and thus benefits their job satisfaction.

It is unavoidable to have negative attitudes and perceptions of the change, regardless of whether the process encourages employee involvement and participation. Spreitzer and Mishra (2002) mentioned that a relationship exist between the trustworthiness of management and affective commitment. There is a relationship between trust in management and affective commitment (Pearce, 1993). Dirks and Ferrin (2001) and Reychav and Sharkie (2010) concurred that there is a relationship between trust in management and attitudinal outcomes and functioning of the organisation. For the purpose of this study, the management will be perceived as being from top management and not direct leaders, because changes were driven from the top by the executives and some direct leaders were directly affected and others indirectly affected by changes.

2.10.6 Colleagues' reaction to change

Maslow's Theory of motivation asserts that human beings exist within a hierarchy of five needs, which are physiological, safety, social, esteem and self-actualization (Robbins and De Cenzo, 2003). Research believes that colleagues had influence during the change and employees having social need (affection, belonging, acceptance and friendship) may influence how employees react towards change. Due to social needs, employees form groups based on the needs that they have and they collect behaviours by observing others. Baker, Van Emmerik and Euwema (2006) asserted that employee engagement impacts on other team members' motivation and emotions, which can positively influence organisational change. Schneider (1975) suggested that individuals are attracted, selected

and retained to each other due to similar characteristics or traits. This could mean that if colleagues resist change, they may encourage employee to resist and weaken the support for change because of obligation as a group (i.e. unionized employees, non-bargaining and so forth). On the contrary, employees may support the change, which would weaken the resistance to change and encourage support for change. For the purpose of this study, Bevco respondents will be expected to assess how colleagues have reacted to change

2.11 Summary

This literature review unfolded the change management theories regarding employee perception. Previous literature showed that studies of employee perception have been done. However, there are still gaps which are based on change that employee are experiencing. The company had been undergoing business unit merging, increased competition, automation, change leadership and restructuring, which are planned and unplanned changes. The available research covered the planned changes, hence this study will seek to unfold the attitudes and or perceptions of employee who have been faced with combinations of change (i.e. planned and unplanned). This will form a basis for the research to determine perceptions and attitudes of employee toward organisational change in Bevco, which will be conducted in South Africa, Durban. The next chapter is the research methodology and explains how the research will be conducted, as well measuring instruments development, including ethical issues.

CHAPTER THREE

Research Methodology

3.1 Introduction

The research methodology chapter covers the aim and objectives of this research study, the participants and location of the study. The chapter discusses participants, and location of the study and the research design, as well as sample selection. The discussion of the questionnaire design, questionnaire administration and its distribution as well as ethical treatment of study participants is provided. Validation and reliability of the research instrument, including data analysis, is covered in this chapter.

3.2 Aim and Objectives of the Study

This research aimed at gaining insight into how employees' perceptions influenced employees' reactions towards change (i.e. resisting or supporting change and its implementation), as well as determining the relationship between demographics and employees' reaction toward organizational change. The current This research study intended to unfold employee perceptions and/or attitude, that influences employees resisting and or supporting change in Bevco, as well as the influence of the critical success factors. The main research question for the study was to determine the perceptions and/or attitudes that influence employees' resistance and/or support for change in a beverage-manufacturing firm in Durban, South Africa. Below are the research objectives (RO) of the study:

- RO1: To explore how demographics affects employees' reaction towards organizational change
- RO2: To determine what levels of perceptions and/or attitudes influence employees' resistance to organisational change
- RO3: To determine what levels of perceptions and/or attitudes influence employee support for organizational change
- RO4: To determine important factors when carrying out successful change in Bevco.

3.3. Participants and Location of the Study

Burns and Grove (1993) described in population as the total elements that meet the set criteria of a research study. Forza (2002) defined a population as the whole group of individuals, company or unit that the researcher needs to investigate. Polit and Hungler (1999) concur with Burns and Grove (1993) in defining a population as an aggregate of all the objects or subjects that adhere to set specifications. Selection of a sample size can be overwhelmingly difficult and Forza (2002) mentioned that this difficulty can be attributed to that fact that sample size; are related to significance levels and statistical testing, which includes a quality assessment of the sample size. Researchers' major concerns were mainly sample size, as well as sample selection when designing and planning research design (Gill and Johnson, 2010). The research study conducted in Bevco in Durban consisted of site management, first line management, specialists, administrators, bargaining and non-bargaining employees. The study participants (104 employees) were consisted of all dimensions of employees within the employment of Bevco in Durban when the change was implemented. Hence, they had been directly and/or indirectly affected by the changes.

3.4 Data collection strategies

Sekaran and Bougie (2010) asserted that sampling involves the targeted population. A specific definition considers aspects such as demographics, geographics, accessibility and time. Burns (2000) referred to sampling as a portion of the population where observations are made on a smaller group and then generalizing the findings to the large population. Sampling is a process of identifying respondents. Collecting data from the population as a whole can be impossible in terms of cost, time and other human resources such difficulties may be overcome by sampling (Forza, 2002). Burns (2000) also mentioned that generally, a larger sample is better for any given population since it provides data that is more representative of the opinion of the whole population. Forza (2002) concurred that a sufficient number of same members selected from the population allows the researcher the ability to generalise the properties to population properties or characteristics.

Probability and non-probability sampling are common types of sampling methodology (Cooper and Schindler, 2008). Doherty (1994) mentioned that probability sampling allows the researcher to extrapolation from a small, highly representative sample to the larger population. Probability sampling are systematic, cluster, simple random sampling and stratified whereas techniques such as purposive, convenience and quota sampling are classed under non-probability sampling. (Miller, Johnston, Dunn, Fry and Dugenhardt, 2010). Fox and Bayat (2007) indicated that non-probability is used often because it is convenient and inexpensive. Sekaran and Bougie (2010) mentioned that when researchers use purposive sampling methodology, the intention is to collect data from a specified group that had predetermined requirements. Likewise Sekaran and Bougie (2010) and Hair, Money, Samouel and Page (2007) concurred that the study respondents' accessibility and availability are guaranteed to the researcher and that samples are drawn from the group or sub-population which is readily available when using convenience sampling. The study organisation is informed by the theoretical framework and allowed generalising of the results beyond the setting of the study and other groups (Polit and Beck, 2009). Hair et al (2007) highlighted that correct samples size is important, as the results are consistent and accurate. Teddlie and Tashakkori (2008) assert that research objectives, population characteristics and data analysis influences sample size. Johnson, Onwuegbuzie and Turner (2007) asserted that the sample size is depended on population size, as well as the acceptable margin of error. Table 3.1 Shows the practical sample size selection guideline as prescribed by Leedy and Ormrod (2005)

Table 3.1: Sample size selection

Population Size	Sample Size
Small population less than 100	Use entire population
Approximately 500	50% (250)
Approximately 1500	20% (300)
Large population greater than 5 000	400

Source: Leedy and Ormrod (2005)

Leedy and Ormrod (2005) revealed that when the population is less than 100, then the entire population is used as the sample (Census approach) and when a population is approximately 500, then the sample is 50%. Research advisor (2006) and Sekaran and Bougie (2010) recommend that 100 and 150 population samples sizes should be 80 and 108 respectively. The Beverages firm employees that were in employment at the time of change implementation were 104 employees and it is more than 100, but less than 150 and 500. Based on the consideration that the population was small, a census approach was preferred and the entire population was used instead of a sampling process. The research study was conducted on the total number of permanent employees (104), which included departmental managers (Site), first line managers (supervisors), Specialists, administrators and bargaining and non-bargaining employees of Bevco in Durban, from November 2013 until Jan 2014.

3.5 Research Design and Methods

Research Strategy is a method used to address the research questions thus that ensuring the research objectives are accomplished (Sekaran and Bougie, 2010). Research methods were selected before generating data based on aims, objective, and the research project (Reiter, Stewart and Bruce, 2011). Surveys and Case studies were used mostly and the choice of research strategy was dependant on the research problem. Descriptive research is associated with surveys and consists of solicited information like perceptions, opinions or attitudes about individuals and is known as quantitative research (Sekaran and Bougie, 2010). Johnson, Onwuegbuzie and Turner (2007) mentioned surveys for versatility in business research mainly because descriptive research is appropriate when intended to affirm the validity of existing. Cases studies are normally associated with qualitative research (Johnson, et al., 2007). Where a researcher has little or no control over the events, case studies are useful and recommended to ensure that contextual conditions of events are studied (Forza, 2002). Thus for the purpose of this research study, a survey was used as the research strategy. The focus of this research was on specific organisational behaviour regarding perceptions about change management in a specific business unit site of a Beverage manufacturing firm. The research study entailed views of the scholar

community and perceptions and views solicited from respondents from the beverage manufacturing company.

3.5.1 Research approach and methods

Burney (2008) defined inductive reasoning as making a broad generalization from specific observations. Deductive reasoning is the opposite of inductive reasoning. Schutt (2006) mentioned that deductive reasoning is based on valid reasons. Thus, deductive reasoning allows the application of theories to specific situations. According to Spens and Kovacs (2007), quantitative research is associated with collating numeric data, whereas qualitative research normally collects non-numerical data. Kovacs and Spens (2011) suggested that quantitative research produces factual, reliable outcome data that can be generalized to a large population. Validity indicates the degree of accuracy of conclusions in a quantitative research study (Polit and Beck, 2004). Creswell (2007) defined qualitative research as an inquisitive process based on distinct methodology to answer research question, formed with words, reporting detailed views and conducted in natural setting. Leedy and Ormrod (2010) mentioned that in quantitative research, the researcher seeks an explanation and predictions that will generalize to other persons and places.

3.5.2 Construction of the Instrument

Primary and secondary data are two main types of data sources for any research study. The data collected for the first time, original in character, by the researchers themselves in a specific duration is referred to as Primary data (Kovacs and Spens, 2011). For the purpose of analysis and interpretation, statistics methods are used for these types of data (Sekaran and Bougie 2010). Whilst secondary data refers to data collected by someone else, the researcher uses the data that exists already such textbooks, publications and journals (Sekaran and Bougie 2010). Kovacs and Spens (2011) had described the secondary data as the revaluation of data with aim to answer original research question with better statistical analysis. It is of importance that data analysis and interpretation

properly allow one to formulate conclusions from the research study (Leedy and Ormrod, 2010).

3.5.2.1 Questionnaire Design

Questionnaire, interviews and observations are different methods used in the collection of primary data (Leedy and Ormrod, 2005). According to Sekaran and Bougie (2010), a questionnaire is a set of pre-written questions where answers must be written by respondents. According to Reiter, Stewart and Bruce (2011), the most preferred and utilized research instrument in quantitative research studies due to efficiency and effectiveness. Visage and Steyn (2011) said that questionnaire provide cost effective research and simplicity in administration. Pasmore and Woodman (2007) mentioned that using questionnaire had setbacks, which includes low rate of responses, lack of understanding, or even language barrier since research had minimal contact with respondent For the purpose of this research study, the instrument was questionnaire to collect for primary data. The secondary data was sourced from textbooks, publications and academic journals. Opperheimer (2001) defined questionnaire as key data collection tool, which is equipped to extract suitable measureable outcome based on research aim.

The survey method through use of questionnaire, Forza (2002), Sekaran, and Bougie (2010) agrees that when designing questionnaire, it is important to consider wording of questions to ensure consistency and questionnaire itself in terms of appearance, structure, pertaining subjects, categories and scaling. Forza (2002) also mentioned that the length of questionnaire might influence of responses rate and attention in filling in the questionnaire. For the purpose of this study, the questionnaire was designed after considering the on literature review on organisational behaviour, which was conducted by the different researchers i.e. Vithessonthi (2005), Hallgrímsson (2008) and Visagie and Steyn (2011).

- **Control Variable (Demographics) Questionnaire Design**

The questionnaire has control (demographics), dependent and independent variables. The research study extracted from previous study by Vithessonthi (2005) and adopted organisation tenure, gender as well as age and added occupation and work environment. For control variables (demographics), data obtained from respondents using multiple-choice questions relating to gender, age, and occupation work environment as well as organisation tenure where respondents were expected to choose the appropriate response for each question. The control variable questions were intended to give background of responded as well as assess whether control variables had influenced on employees reaction towards change. Bevco completed the questionnaire however not all control variable questions were answered.

- **Dependent and Independent Variable Questionnaire design**

To obtain the data for dependent and independent variables, the five-point scale ranging from “1 (strongly disagree)” to “5 (strongly agree)” was used and recorded as follows using three point scale range from one (1) to two (2) as disagreement/low, three (3) as neutral/medium and four (4) to five (5) as agreement/high. Vithessonthi (2005) have developed a model to measure resistance to change and support for change, which group reaction into active, or passive. This study had measured resistant to change using the five items rate between active and passive resistance as well as items to measure support for change as per graph below by Vithessonthi, 2005.

		Active			
Discontent	Actively resisting change	Actively supporting change			
	Oppose a change Argue against a change Object a change	Embrace a change Cooperate with change Give support for change			
Contentment	Passively resisting change	Passively support change			
	Withdraw support Ignore a change	Agree to a change Accept a change Comply to a Change			
		Passive			

Figure 3.1: Summary of measure of reactions to change

Source: Vithessonthi C. (2005)

The above diagram grouped support for change and resistance to change into active and passive responses. The above table 3.1 indicated that support for change is associated with embracing change, co-operating with change, give support for change, agree to change, acceptance of change, as well as complying with change. These were captured on the questionnaire that was adopted from the questionnaire developed by Vithessonthi in 2005 and adapted as follows (i.e. The organisation would ignore any complaint from me I agree with the organisation's decision to make this change and This change is acceptable to me). Another support for a change questionnaire extracted and adapted from Hallgrímsson, 2008 survey questionnaire was "I fully cooperate with the organisation on this change". Figure 3.1 revealed that reactions associated with resisting change were opposing a change, arguing against a change, objecting to a change, withdrawing support and ignoring a change. The following questions associated with resistance reactions were extracted and adapted from Vithessonthi's (2005) questionnaire; "I am opposing or will oppose this change, I certainly withdraw my support for this change and the organisation would ignore any complaint from me".

The independent variables were grouped into following categories: perceived organisational support, perceived participation in a decision-making process, perceived need for change, attitude towards organisational change, fear of unknown consequence of change, trust in management and colleagues' reactions to change. The questionnaire had questions associated with these categories (independent variables) as determined by Vithessonthi (2005):

- When examining perceived organisational support, the two questions were extracted and adapted from Hallgrímsson (2008) as follows "I prefer this organisation to others because of its values and the organisation values my contribution to its well-being". From Visagie and Steyn's (2011) survey, the following question was extracted and adopted i.e. "management prepared me for this change". Vithessonthi (2005) concurred that when assessing perceived organisation support, these following questions can be used i.e. "I prefer this organisation to others because of its values and the organisation values my contribution to its well-being". Vithessonthi (2005)

also added more questions that were adopted i.e. “the organisation would ignore any complaint from me and I am accountable to make this change a success”.

- Perceived participation in a decision-making process was considered when designing the questionnaire and the questions drawn and adopted from Vithessonthi’s (2005) survey. These questions were as follows; “there has been two-way communication in the decision-making process; I am satisfied with the ways in which I can express my views on this change; I support the decision to make this change; I fully understand how the changes were made”.
- Independent variables which perceived a need for change were considered for assessment for the survey the following questions were drawn and adapted from Visagie and Steyn’s (2011) survey questionnaire i.e. “I had enough information about the change before it occurred and reasons provided by top management for making this change are not convincing”. From the study by Vithessonthi (2005), the following questions were extracted and adopted; “I agree with top management that we need to make a change; I am arguing the need to make this change (reversed) and making some changes from time to time is important for any organisation”.
- Attitudes towards organisational change were considered when developing this survey questionnaire. The following questions were drawn and adopted from Vithessonthi (2005) as follows in general; “I am skeptical about the benefits of organisational change; this change empowers me to do my job; I am not part of the change; I was ready for the change; and I was informed on my effort towards organisational change” (reversed). More questions were extracted and adapted from Hallgrímsson (2008) as follows; “I will work hard to make this change successful”; as well as “I am part of the change and am not part of the change” (reversed). Lastly this question i.e. “the change had benefitted me personally” was pulled and adapted from Visagie and Steyn’s (2011) survey.
- Fear of unknown consequences of change were considered in questionnaire development and questions were adopted from Vithessonthi (2005) as follows: “I am

not afraid of the unknown consequences of this change”. The results of this change are unpredictable and people in the organisation feel uncertain about the future. One more question in this category to ascertain the uncertainty of employees was adapted from Visagie and Steyn (2011) that in general, “I am skeptical about benefits of organisational change”.

- During change, management had a vital role to play and thus questionnaires considered management actions that may lead to management trust and previous survey questionnaires were considered and questions extracted. Vithessonthi’s (2005) survey had direct questions and were adopted, “as I trust top management, I feel that management were accountable and I had continuous feedback on my performance against set targets”. Both Vithessonthi (2005) and Hallgrímsson’s (2008) surveys, extracted and adopted,” there is a clear plan (vision) for the future. From a survey by Visagie and Steyn (2011), the next question was extracted and adapted, “I did not need anyone to prepare me for this change”.
- Colleagues’ reactions to change were measured using the questions that were extracted from Visagie and Steyn (2011) as colleagues seem to support change. Vithessonthi (2005) had more questions which were extracted and adapted for this study and these were “I feel a sense of resistance to this change among my colleagues and I have lost some respect from my colleagues as the change unfolds”.

The questionnaire was designed to ensure the confirmation and or dispute of research sub questions and objective as well as the questions were not lengthy to avoid confusion of the respondents.

3.5.3 Validation and Reliability

Miller (2012) stated that reliability and validity are important fundamental characteristics of any measuring process. Kimberlin and Winterstein (2008) defined validity as the extent to which an instrument measures what it is required to measure and it must be reliable. Sekaran and Bougie (2010) maintain that validity testing consists of content validity, face

validity and construct validity. Sekaran and Bougie (2010) mentioned that construct validity refers to the instrument's ability to give intended results to pertinent issues, which the instrument is expected to measure; whilst face validity would ascertain whether instruments had all attributes of measuring the characteristic for the research. According to Faghihi (2013), content validity indicates that survey items correctly represented the concept analysed. For this research study, the literature on management and organisational behaviour supported the questions asked on the questionnaire. The questionnaire design was done based on literature review presented in Chapter 2 and discussed in section 3.5.2.1 which considered individual questions and where it was sourced (i.e. Vithessonthi (2005), Hallgrímsson (2008) and Visagie and Steyn (2011)). This was to ensure content, face and construct validity as these were pre-tested and validated by the researchers.

Miller (2012) defined reliability as the extent to which a measuring instrument measures the intended results i.e. Observations, test, and questionnaire. Any measurement procedure produces the consistent results on repeated trials. Reliability consists of interpreter reliability, internal consistency reliability, equivalent forms reliability and test-retest reliability, which are widely used in research studies, (Leedy and Ormrod, 2010). There are three aspect of reliability that researcher could use, namely equivalence, stability and internal consistency. Cronbach's coefficient can be used to analyse reliability; these indices reflect the degree of internal consistency of observed variables. To ensure validity, the research study was conducted in an impartial manner. Vithessonthi (2005), Hallgrímsson (2008) and Visagie and Steyn (2011) conducted studies with questions extracted for this research and based on this, the instrument reliability and validity is no longer questionable.

3.5.4 Administration of the Questionnaire

This research study was confined to one manufacturing site. The questionnaire was emailed to personal computer (PC) users and hard copies were personally administered for non-PC users i.e. 60 questionnaires were manually distributed to employees working for the Beverage manufacturing firm at the time of survey. The distribution of questionnaires started on 08 November 2013. However, on the due date of 18 November 2013, only nine

questionnaires were returned completed. Further respondents were reminded to complete the survey, yet the response rate was still low amounting to 44 responses. Sekaran and Bougie (2010) stated that to expedite data collection, researchers must consider personal administration of the questionnaire as it speeds up the process of collecting data. Hence, during the annual induction training on the 21 January 2014, additional hard copies were personally administered to respondents, whilst respondents were allowed time to complete the measuring instrument prior to the training session being completed. This time, the response rate increased to 94 respondents of the 104 (90.3% response rate).

3.6 Data Analysis

Data collected was organised and analysed on a Microsoft Excel spreadsheet. The closed-ended question responses captured onto the Microsoft Excel spreadsheet were then uploaded onto a computer program called the Statistical Package for Social Sciences (SPSS). Descriptive statistics are used to analyse data. This is presented in tables, diagrams and graphs in the next chapter. The five-point Likert scale range was used and allocation is as per the table below:

Table 3.2: Meaning attached to various response values (constructed by researcher)

Response value	Meaning	Meaning collapsed categories
1	Strongly Disagree	Disagreement/Low
2	Disagree	
3	Neither agree nor disagree (indifferent)	Neutral/Medium
4	Agree	Agreement/High
5	Strongly agree	

Polit and Hungler (1999) mentioned that concept analysis is the process where verbal or written communication is analysed systematically to measure variables quantitatively. Data analysis was done using the control variable (Demographics), as well as categories and presented in figures, tables and narrative text. Survey items using a five-point Likert scale range were followed for the dependent and independent variables, as discussed in 3.5.2.1.

3.7 Limitations

Primary data was collected using self-administered questionnaires. The Beverage manufacturing company employees are occupied with daily tasks, thus their interest in participating in the survey varied especially the factory employees bargaining and non-bargaining. The research study examined organisations at one point and did not cover different stages of change implementation since perceptions may change over a period.

3.8 Ethical Treatment of Research Participants

Bageac, Furrer and Reynand (2011) defined ethics as the study of situations, activities and decisions of wrong and right. Thorne and Bartholomew-Saunders (2002) emphasized the importance of ensuring that the manner in which research is designed had sound methodology and is morally defensible to protect and safeguard participants rights. Leedy and Ormrod (2010) stated when designing and administering the measuring instrument, the ethical considerations done addressing issues such as assurance of anonymity, confidentiality, voluntarism and disclosure protection.

Cooper and Schindler (2003) suggested that this could be achieved by attaching informed consent documents to the questionnaire, which is intended to explain to respondents that their participation is voluntary and assures them of confidentiality. For this study, the sample of informed consent forms and questionnaires used is attached, explaining the rationale for the research study and assuring responders that they would not be at risk in any manner. Permission to conduct research in the beverage manufacturing company was obtained and signed by the site HR Manager on behalf of the company. The information obtained from the questionnaires are kept confidentially and stored in the required format stipulated by the University of KwaZulu-Natal for the required period.

3.9 Summary

The research methodology intended to explain the research method. Aims and objectives of the study were presented and these include understanding critical success factors; understanding the impact of demographics during change, as well as levels of perceptions that influence employee resistance and support for change. The study participants were employees of the beverage manufacturing company in Durban. Data was collected using a quantitative approach due to the population of the beverage-manufacturing firm being small; census approach was preferred instead of the sampling approach. The questionnaire was constructed, adapted and adopted from previous studies conducted by Vithessonthi in 2005, Hallgrímsson (2008), as well as Visagie and Steyn (2011). The questionnaire encompassed control variables (demographics), dependent variables (reaction i.e. resisting and support for change), including the independent variables (perceived organisational support, perceived participation in a decision-making process, perceived need for change, attitude towards organisational change, fear of unknown consequence of change, trust in management and colleagues' reactions to change). Validity and reliability issues were discussed in accordance with previous research studies, as well as pre-testing. The main limitation for the study is that it is conducted at one point in time and perceptions of employees could change over period as change evolves. The significance of ethical treatment of research, validity and reliability including research limitations was discussed. The next chapter presents the results of the research in graphs and tables. These are interpreted in relation to demographics, are attitudinal responses towards change.

CHAPTER FOUR

Presentation of Results

4.1 Introduction

The study results are presented in this chapter in the form of tables, diagrams, figures and graphs. The research study results presented in this chapter were explained and associations made between control variables, dependent and independent variables using central tendencies, regression relationships and Pearson's correlations.

4.2 Data Analysis and Discussion

The data collected from Bevco responded was organized and analysed. The closed-ended question responses were captured on the computer programme known as the Statistical Package for the Social Sciences (SPSS). Descriptive data analyses were used and presented in terms of tables, diagrams or graphs (Pie charts, bar charts). The relationships between controls (Demographics), dependent and independent variables were studied using central tendencies (Table 4.1), Regression relationships as well as Pearson's correlation.

Table 4.1: Statistical Central Tendencies (Frequencies)

	N	Frequencies			Percentiles		
	Valid	Mean	Mode	Std. Deviation	25	50	75
Qn2	94	3.27	3	.986	2.75	3.00	4.00
Qn5	90	2.53	4	1.192	1.00	3.00	4.00
Qn6	93	4.06	4	.832	4.00	4.00	5.00
Qn7	94	3.89	4	.921	4.00	4.00	4.00
Qn8	91	2.31	2	1.236	1.00	2.00	3.00
Qn9	91	3.02	4	1.202	2.00	3.00	4.00
Qn10	91	3.66	4	1.147	3.00	4.00	4.00

	N	Frequencies			Percentiles		
	Valid	Mean	Mode	Std. Deviation	25	50	75
Qn11	89	2.80	3	1.160	2.00	3.00	4.00
Qn12	92	4.07	4	.875	4.00	4.00	5.00
Qn13	93	3.86	4	.928	3.00	4.00	4.00
Qn14	91	3.74	4	.953	3.00	4.00	4.00
Qn15	91	3.91	4	.996	4.00	4.00	5.00
Qn16	92	2.41	2	1.197	1.25	2.00	3.00
Qn17	91	3.30	4	1.070	2.00	4.00	4.00
Qn18	92	3.21	4	1.134	2.00	4.00	4.00
Qn19	92	3.29	4	1.125	2.00	4.00	4.00
Qn20	78	3.14	4	1.181	2.00	3.00	4.00
Qn21	93	3.45	4	1.079	3.00	4.00	4.00
Qn22	93	3.60	4	1.034	3.00	4.00	4.00
Qn23	90	2.67	2	1.281	2.00	2.00	4.00
Qn24	91	3.21	4	1.111	2.00	3.00	4.00
Qn25	93	3.25	4	1.176	2.00	4.00	4.00
Qn26	91	2.57	2	1.156	2.00	2.00	4.00
Qn27	92	3.39	4	1.109	2.00	4.00	4.00
Qn28	91	2.98	4	1.220	2.00	3.00	4.00
Qn29	90	3.96	4	.970	4.00	4.00	5.00
Qn30	92	3.49	4	1.064	3.00	4.00	4.00

	N	Frequencies			Percentiles		
	Valid	Mean	Mode	Std. Deviation	25	50	75
Qn31	92	3.72	4	1.052	3.00	4.00	4.00
Qn32	92	3.43	4	1.295	2.00	4.00	4.00
Qn33	91	3.33	4	1.155	2.00	4.00	4.00
Qn34	91	3.11	4	1.242	2.00	3.00	4.00
Qn37	90	3.34	4	1.123	2.00	4.00	4.00
Qn38	89	3.46	4	1.023	3.00	4.00	4.00
Qn39	90	3.48	4	1.124	3.00	4.00	4.00
Qn40	92	3.90	4	.785	4.00	4.00	4.00
Qn41	90	2.58	2	1.180	2.00	2.00	3.00
Qn42	89	2.30	2	1.122	1.00	2.00	3.00
Qn43	92	3.38	4	1.118	3.00	4.00	4.00
Qn44	92	3.79	4	1.000	3.00	4.00	4.00
Qn45	92	3.82	4	1.016	3.00	4.00	4.00

The table above (4.1) presents descriptive data that is analysed and discussed extensively in relation to control (demographics), dependent and independent data.

Pearson correlations (Table 4.2) were used to analyse relationship between dependent and independent variables.

Table 4.2 (a): Pearson Correlation (Chi-squares)

	Qn2	Qn5	Qn6	Qn7	Qn8	Qn9	Qn10	Qn11	Qn12	Qn13	Qn14	Qn16	Qn18	Qn19	Qn21	Qn22	Qn23	Qn24	Qn25
Qn2 Pearson Correlation Sig. (2-tailed) N	1 94																		
Qn5 Pearson Correlation Sig. (2-tailed) N	.672** .000 90	1 90																	
Qn6 Pearson Correlation Sig. (2-tailed) N	.137 .190 93	.018 .867 89	1 93																
Qn7 Pearson Correlation Sig. (2-tailed) N	.091 .385 94	.039 .713 90	.771** .000 93	1 94															
Qn8 Pearson Correlation Sig. (2-tailed) N	.091 .393 91	-.011 .922 87	-.013 .906 90	-.163 .123 91	1 91														
Qn9 Pearson Correlation Sig. (2-tailed) N	.226* .031 91	.157 .147 87	-.134 .208 90	-.245 .019 91	-.306 .004 89	1 92													
Qn10 Pearson Correlation Sig. (2-tailed) N	.031 .789 91	-.085 .431 88	.484** .000 90	.368 .019 91	.115 .287 88	-.003 .0979 89	1 89												
Qn11 Pearson Correlation Sig. (2-tailed) N	.159 .135 89	-.035 .751 85	-.061 .575 88	-.097 .363 89	.218 .043 87	.113 .298 87	-.074 .493 87	1 89											
Qn12 Pearson Correlation Sig. (2-tailed) N	-.045 .669 92	-.126 .879 89	.400** .000 91	.361** .000 92	-.089 .403 90	-.075 .485 90	.352** .001 90	.036 .739 88	1 92										
Qn13 Pearson Correlation Sig. (2-tailed) N	-.030 .778 93	-.016 .869 89	.521** .000 92	.490** .000 93	-.014 .892 90	-.128 .230 90	.400** .000 90	-.137 .203 88	.438** .000 91	1 93									
Qn14 Pearson Correlation Sig. (2-tailed) N	.045 .671 91	-.088 .415 87	.401** .000 90	.333** .001 91	-.056 .604 89	.000 1.000 89	.054 .612 89	-.007 .947 88	.366** .000 90	.420** .000 90	1 91								
Qn16 Pearson Correlation Sig. (2-tailed) N	-.057 .588 92	-.060 .577 88	-.174 .098 91	-.191 .068 92	.240 .023 90	-.050 .642 89	-.079 .464 89	.229* .031 89	-.041 .704 90	-.270** .010 91	-.005** .960 90	1 92							
Qn18 Pearson Correlation Sig. (2-tailed) N	.240 .12 92	.212 .048 87	.368** .000 91	.233* .033 92	.165 .120 90	.104 .332 89	.459** .000 889	-.100 .352 88	.032 .765 90	.235* .025 91	.162 .127 90	.069 516 91	1 92						
Qn19 Pearson Correlation Sig. (2-tailed) N	.261* .012 92	.114 .291 88	.402** .000 91	.389** .000 92	.000 .997 90	-.066 .536 89	.318** .002 89	-.230 .031 88	.029 .788 90	.402** .000 91	.233* .027 90	-.133 .210 91	.481** .000 91	1 92					
Qn21 Pearson Correlation Sig. (2-tailed) N	.269** .009 93	.169 .113 89	.400** .000 92	.362** .000 92	-.044 .681 90	.063 .556 90	.323** .002 90	-.110 .916 89	.219* .037 91	.408** .000 92	.296** .005 90	-.068 .519 91	.252* .016 91	.467** .000 91	1 93				
Qn22 Pearson Correlation Sig. (2-tailed) N	.261* .011 93	.165 .122 89	.550** .000 92	.488** .000 92	-.150 .159 90	-.064 .549 91	.357** .001 91	-.127 .238 89	.186 .076 92	.455** .000 92	.360** .000 91	-.225* .032 91	.331 .001 91	.600** .000 91	.611** .000 92	1 93			
Qn23 Pearson Correlation Sig. (2-tailed) N	.039 .713 90	-.012 .915 86	.043 .686 89	-.023 .686 89	.011 .916 88	-.049 .650 87	-.0460 .669 87	.209 .054 86	.027 .804 88	.006 .958 89	.000 .0994 88	.433** .000 89	-.133 .214 89	.060 .000 91	.059 .583 90	.045 .673 91	1 93		
** Correlation is significant at the 0.01 level (2-tailed)																			
* Correlation is significant at the 0.05 level (2-tailed)																			

Table 4.2 (b): Pearson Correlation (Chi-squares)

	Qn2	Qn5	Qn6	Qn7	Qn8	Qn9	Qn10	Qn11	Qn12	Qn13	Qn14	Qn16	Qn18	Qn19	Qn21	Qn22	Qn23	Qn24	Qn25	Qn28	Qn32	Qn34	Qn37	Qn38	Qn39	Qn40	Qn41	Qn42	Qn43	
Qn24 Pearson Correlation	.263	.210	.397**	.445**	.051	-.170	.286**	-.134	.076	.385**	.172	.002	.427	.560**	.440**	.483**	.105	1												
Sig. (2-tailed)	.012	.050	.000	.000	.636	.112	.007	.213	.477	.000	.108	.988	.000	.000	.000	.000	.333													
N	91	87	90	91	88	89	89	88	90	90	89	90	89	89	90	91	87	91												
Qn25 Pearson Correlation	.300**	.178	.307**	.284**	.094	-.043	.256*	-.041	-.101	.233	.128	-.047	.390**	.305**	.414**	.386**	-.077	.568**	1											
Sig. (2-tailed)	.003	.095	.003	.006	.377	.686	.014	.699	.338	.025	.226	.657	.000	.003	.000	.000	.471	.000												
N	93	89	92	93	90	91	91	89	92	92	91	91	91	91	92	93	89	91	93											
Qn28 Pearson Correlation	-.050	-.107	.057	-.032	.244*	-.169	.121	.037	-.040	-.021	-.007	.400**	-.015	.039	.105	.010	.394**	.172	.130	1										
Sig. (2-tailed)	.635	.324	.596	.765	.022	.114	.257	.734	.707	.844	.947	.000	.892	.713	.327	.923	.000	.105	.218											
N	91	87	90	91	88	89	89	89	90	90	89	90	89	89	90	91	87	90	91	91										
Qn32 Pearson Correlation	-.059	-.136	.039	-.071	-.043	-.153	-.067	.111	.098	-.038	.085	.274**	-.130	-.197	-.117	-.006	.370**	-.120	-.141	.146	1									
Sig. (2-tailed)	.575	.208	.710	.503	.691	.152	.533	.305	.356	.718	.429	.009	.221	.067	.270	.956	.000	.260	.182	.167										
N	92	88	91	92	89	89	89	88	90	91	89	91	90	90	91	91	88	90	91	91	92									
Qn33 Pearson Correlation	-.045	-.011	-.111	-.049	.168	-.098	-.087	.270*	.163	-.099	-.082	.339**	-.003	-.167	-.153	-.093	.332**	-.211*	-.215*	.128	.575**									
Sig. (2-tailed)	.673	.921	.298	.645	.118	.364	.421	.011	.127	.356	.449	.001	.974	.129	.151	.383	.002	.046	.042	.230	.000									
N	91	87	90	91	88	88	88	87	89	89	89	90	89	89	90	90	87	90	90	90	91									
Qn34 Pearson Correlation	.278**	.280**	.457**	.490**	-.054	-.136	.279**	-.053	-.067	.252*	.110	.006	.397**	.554**	.381**	.574**	-.050	.599**	.431**	-.058	-.158	1								
Sig. (2-tailed)	.008	.009	.000	.000	.618	.206	.008	.628	.016	.016	.306	.957	.000	.000	.000	.000	.643	.000	.000	.591	.136									
N	91	87	90	91	88	88	88	89	88	90	88	89	89	89	90	90	87	88	90	89	90	91								
Qn37 Pearson Correlation	.126	-.021	.175	.089	.122	-.074	-.006	.304**	.149	.032	.127	.169	.129	-.039	.024	.056	.260*	.022	-.113	.056	.418**	-.033	1							
Sig. (2-tailed)	.237	.848	.100	.403	.260	.498	.954	.004	.166	.769	.240	.112	.230	.718	.824	.601	.015	.838	.291	.604	.000	.759								
N	90	86	89	90	87	87	87	86	88	89	87	89	88	88	90	89	87	88	89	89	90	88	90							
Qn38 Pearson Correlation	.334**	.258*	.405**	.406**	.086	.085	.290**	-.014	.029	.302**	.371**	-.107	.451**	.544**	.587**	.570**	-.004	.581**	.566**	.085	-.213*	.573**	-.022	1						
Sig. (2-tailed)	.001	.017	.000	.000	.431	.431	.006	.895	.790	.004	.000	.321	.000	.000	.000	.000	.972	.000	.426	.000	.842	.000	.842							
N	89	85	88	89	86	86	87	86	88	88	87	88	87	87	88	89	86	89	89	89	89	87	87	89						
Qn39 Pearson Correlation	.229*	.272*	.404**	.405**	.023	-.013	.428**	-.017	.008	.428**	.188	-.113	.458**	.570**	.497**	.584**	-.066	.477**	.429**	.083	-.255	.589**	-.056	.687**	1					
Sig. (2-tailed)	.030	.011	.000	.000	.829	.908	.000	.120	.944	.000	.081	.295	.000	.000	.000	.000	.541	.000	.000	.443	.016	.000	.605	.000						
N	90	86	89	90	87	87	87	85	87	87	87	88	90	88	89	89	87	87	89	88	88	88	88	87	90					
Qn40 Pearson Correlation	.148	.129	.546**	.561**	-.018	-.083	.418**	-.180	.282**	.403**	.218*	-.184	.447**	.622**	.472**	.698**	.056	.435**	.257*	.071	-.115	.491**	.145	.543**	.586**	1				
Sig. (2-tailed)	.158	.228	.000	.000	.091	.441	.000	.096	.007	.000	.040	.083	.000	.000	.000	.000	.604	.000	.014	.506	.276	.000	.175	.000	.000					
N	92	89	91	92	89	89	90	87	87	87	89	90	90	90	91	91	88	89	91	90	91	90	88	89	88	92				
Qn41 Pearson Correlation	.007	.006	-.101	-.119	.076	-.111	-.042	.260*	-.012	-.092	.040	.302**	.011	-.057	-.121	-.120	.354**	.011	-.004	.270**	.241	.004	.413**	-.085	-.179	-.111	1			
Sig. (2-tailed)	.949	.957	.348	.264	.483	.301	.695	.015	.912	.392	.708	.004	.917	.596	.257	.261	.001	.917	.973	.010	.022	.974	.000	.427	.094	.301				
N	90	86	89	90	87	88	88	87	89	89	88	89	88	88	89	90	87	89	90	90	88	88	89	88	88	89	90			
Qn42 Pearson Correlation	.027	-.009	-.002	-.113	.113	-.092	-.012	.355**	-.102	-.234	.061	.509**	.042	-.145	-.158	-.209	.354**	.068	.075	.393**	.340**	-.013	.306**	.047	-.140	-.192	.557**	1		
Sig. (2-tailed)	.800	.938	.984	.290	.301	.395	.916	.001	.346	.028	.574	.000	.702	.179	.142	.051	.001	.529	.485	.000	.001	.903	.004	.667	.196	.074	.000			
N	89	85	88	89	86	87	86	85	87	88	86	88	87	87	88	88	86	87	88	88	89	87	88	88	87	88	88	89		
Qn43 Pearson Correlation	.080	.109	.321**	.429**	.063	-.218*	.304**	-.052	.121	.411**	.261*	-.035	.410**	.451**	.380**	.486**	-.043	.489**	.420**	-.046	-.324**	.478**	-.092	.457**	.568**	.434**	-.237*	-.112	1	
Sig. (2-tailed)	.450	.314	.002	.000	.559	.039	.004	.634	.256	.000	.013	.741	.000	.000	.000	.000	.692	.000	.000	.000	.664	.002	.000	.391	.000	.000	.025	.295		
N	92	88	91	92	89	90	89	87	90	91	89	90	90	90	91	91	88	89	91	90	91	90	89	88	89	88	89	89	92	

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

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

The Correlation tables 4.2 (a) and (b) are analysed and discusses association relationships between control, dependent and independent variable and inferences made.

Closed-ended question responses were quantified and analysed using quantitative analysis aiming at quantifying emerging concepts and characteristics. The data analysis was done using the control variable (Demographics) as well as categories below (Dependent and independent variables) and presented in diagrams/figures, tables and narrative text.

Table 4.3: Control, Dependent and Independent variables of the Research

Control variables	Dependent variables	Independent variables
<ul style="list-style-type: none"> • Gender • Age • Place of work • Role • Year of Service (Tenure) 	<p>Resistance</p> <ul style="list-style-type: none"> • I am opposing or will oppose this change • I certainly withdraw my support for this change • The Organisation would ignore any complaint from me <p>Support</p> <ul style="list-style-type: none"> • The Organisation would ignore any complaint from me • I fully cooperate with the Organisation on this change • I agree with the Organisation's decision to make this change • This change is acceptable to me 	<p>Perceived organisational support</p> <ul style="list-style-type: none"> • The organisation values my contribution to its well-being. • The organisation would ignore any complaint from me • I prefer this organisation to others because of its values. • Management prepared me for this change • I am accountable to make this change a success/ <p>Perceived participation in a decision-making process</p> <ul style="list-style-type: none"> • There has been two-way communication in decision-making process • I am satisfied with ways in which I can express my views on this change • I support the decision to make this change. • I fully understand how the changes were made <p>Perceived need for change</p> <ul style="list-style-type: none"> • Reasons provided by top management for making this change are not convincing

Control variables	Dependent variables	Independent variables
		<ul style="list-style-type: none"> • I agree with top management that we need to make a change. • I had enough information about the change before it occurred • I am arguing the need to make this change • Making some changes from time to time is important for any organisation <p>Attitude towards Organisational change</p> <ul style="list-style-type: none"> • In general, I am sceptical about benefits of organisational change • This change empowers me to do my job. • I will work hard to make this change successful • I am part of the change • I am not part of the change • I was ready for the change • The change had benefitted me personally. • I was informed on my effort towards organisational change <p>Fear of unknown consequence of change</p> <ul style="list-style-type: none"> • I am not afraid of the unknown consequences of this change. • The results of this change are unpredictable • People in the organisation feel uncertain about the future <p>Trust in management</p> <ul style="list-style-type: none"> • I trust top management. • There is clear plan (vision) for the future. • I feel that management were accountable

Control variables	Dependent variables	Independent variables
		<ul style="list-style-type: none"> • Management had prepared me for the change • I had continuous feedback on my performance against set target <p>Colleagues' reactions to change</p> <ul style="list-style-type: none"> • My colleagues seem to support this change • I feel a sense of resistance to this change among my colleagues • I have lost some respect from my colleagues as the change unfolds

Table 4.1, Table 4.2 (a and b) and Table 4.3 were used in detail in the analysis below. The control variable was analysed in relation to the dependent variables. The dependent variables were analysed in relation to independent variables.

4.3 Control Variable: Respondent's Profile (Demographics)

Bevco had a population of 104. However, there were 94 respondents and this constitutes 90.3% of employees. The control data for the company is presented below in Table 4.4.

Table 4.4: Company Respondents Profile (Demographics) Results (constructed by Researcher)

Gender	Male	54%	Female	46%	
Place of work	Admin	20%	Factory	80%	
Age	20-29yrs	30-39yrs	40-49yrs	50-59 yrs	
	24%	38%	23%	14%	
Tenure	<2yrs	2-5yrs	6-10yrs	>10yrs	
	28%	21%	21%	30%	
Occupation	Site management	First Line management	Specialist	Bargaining	Non Bargaining
	5%	19%	4%	48%	25%

Bevco had more males than females at 54% and 46% respectively (Table 4.4). The company has 80% of its employees working in the factory and 20% doing administrative work (Table 4.4). These employees hold different positions in the firm of which 48% of respondents are part of the bargaining units (unionized employees) (Table 4.4). In the firm, there are approximately 62% employees who are 39 years and younger, of which at least 38% are between the ages of 30 and 39 and 24 % between 20 and 29 years (Table 4.4). In Table 4.4, the respondents' profile indicates that the organisation's employees have worked in the company for more than 10 years, followed by employees who have worked less than 2 years at 28% and the distribution is 21% for both tenure between 2 and 5 years, as well as 6 and 10 years of service.

4.4 Dependent and Independent Variables

The results of the control, dependent and independent variables that were presented in Table 4.3 (control, dependent and independent variables) are to be discussed by comparing the dependent variables and independent variation, where there are associations and presentations in this section in the form of graphs, as well as using Table 4.1 on Statistical Tendencies and Table 4.2 (a) and (b) on Pearson correlations

4.4.1 Attitudes and/or Perceptions towards Organisational Change

This research study assessed the attitude and/or perceptions of employee's of the beverage company. Results are discussed further below, during the interpretation of the results from survey questions; the researcher determines resistance, or support for changes. When change was implemented, people can react positively or negatively towards change implementation. Negative reaction is associated with resistance and positive reaction is associated with support for change. The results are presented below sections 4.2.1.1 and 4.2.1.2 with explanations.

4.4.1.1 Resistance to Change

This study presented results that related to resistance to change, which is opposite of change readiness or supporting change. As illustrated in Table 4.3, dependent variables

relating to resistance to change were as follows: I am opposing or will oppose this change; I certainly withdraw my support for this change; and the organisation would ignore any complaint from me. These research questions for the questionnaire were analysed against control variables (gender, occupation and tenure) and associations were made. The data was presented in Figure 4.1 for responses relating to opposing change for the beverage company.

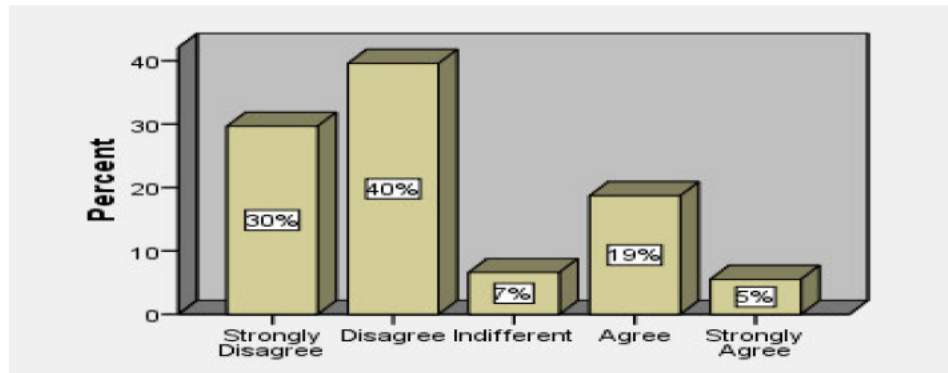


Figure 4.1 Results of Q8: I am opposing or I will oppose change (general)

Regardless of direct impact on an individual, the fear of the unknown can lead to considerable anxiety. Thus individuals are opposing change (Figure 4.1), even stating that they are not part of change (Table 4.5) results and explanation.

Table 4.5: Results in relation to Gender vs I am opposing or I will oppose change (Q8) and I am not part of change (Q16)

	Gender	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	Total
Q8: I am opposing or I will oppose change.	Male	16.5%	22.0%	4.4%	8.8%	2.2%	53.8%
	Female	13.2%	17.6%	2.2%	9.9%	3.3%	46.2%
	Total	29.7%	39.6%	6.6%	18.7%	5.5%	100.0%
Q16: I am not part of the change	Male	12.0%	20.7%	7.6%	10.9%	3.3%	54.3%
	Female	13.0%	16.3%	7.6%	6.5%	2.2%	45.7%
	Total	25.0%	37.0%	15.2%	17.4%	5.4%	100.0%

In general, employees disagreed by 69% that they oppose or will oppose change, thus they supported the change. Respondents who oppose change are expressing resistance to change and may be active or passive in nature. There is at least 24% of respondents that oppose or will oppose the change (Females = 13.2%; Males = 11%). Statistical central tendencies for 'Q8: I am opposing or will oppose the change' revealed that there was a higher percentage of respondents who disagreed with opposing the change, with a mean =2.3, mode = 2 and SD = 1.236. Due to the nature of the manufacturing environment, there are more people in a factory operation in relation to administrative employees who are factory-based. Hence, the results are skewed towards factory respondents, with 23.9% factory and 1.1 % respondents who will oppose the change. Where α is equal to 0.1, $n=91$ and $p=0.883$ proves that there is no association between gender and Q8: I am opposing or I will oppose change.

Occupation was split in management: First-line management, Specialists, Bargaining and non-bargaining. Data revealed that 19.5% agreed to not being part of the change and these were mainly from bargaining and non-bargaining employees (17.1%). This could be attributed to the fact that employees were not directly involved or communicated to. Thus with occupation, there is an association between occupation and Q8: I am opposing or I will oppose change ($n=84$, α is 0.1 and $p=0.124$).

When considering the years of service, survey results revealed that employees with more than 10 years (3.4%) were more likely not to oppose change, followed by the employees with less than 2 years (9.2%). However, employees with service less than 2 years were more likely to oppose the change, thus are more inclined to resist the change because they have less or nothing to lose compared to employees with longer services who are becoming more loyal to the organisation. There is an association with years of service (tenure) and Q8: I am opposing or I will oppose change ($n=87$, $\alpha = 0.1$ and $p=0.081$).

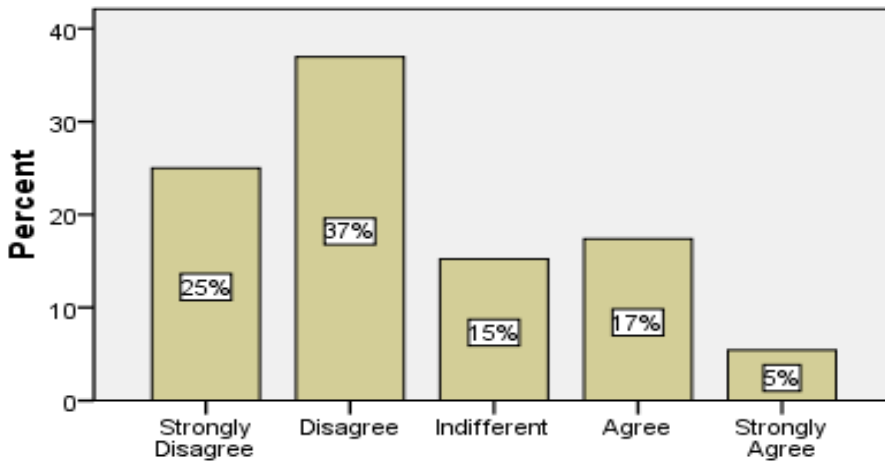


Figure 4.2: Results of Q16 – I am not part of the change

Statistical central tendencies for Q16: I am not part of the change exposed the fact that 75 percentile of respondents is 3, with mode being 2, mean at 2.3 and standard deviation of 1.236. This mean that employees are disagreeing to not being part of the change. When considering the years of service, only 22.7% of the employees consider themselves as not being part of the change and thus ranges across all groups of tenure. Thus with tenure, there is no association between occupation and Q16: I am not part of change (n=88, $\alpha=0.1$ and $p=0.918$).

When considering occupation, there are at least 17.2% of employees from Bargaining and Non-Bargaining that see that themselves as not part of the change. Thus with occupation, there is some association between occupation and Q16: I am not part of change (n=82, $\alpha=0.1$ and $p=0.111$). It is evident that changes that were implemented had resulted in some of employees opposing the change and some who believed that they are not part of the change. Employees in both bargaining (unionized) and Non-Bargaining (non-unionized) are mainly from the factory. For bargaining employees, management discussed issues with unions and then unions filter information to its members. This could be one of the reasons that employees develop resistance to change as they may have more questions that could not be answered by their own union leaders, or merely misunderstanding management's or business's intentions.

4.4.1.2 Support for change

Support for change is associated with readiness for change. Illustrations from Table 4.3, show that dependent variables relating to support for change were as follows; I fully cooperate with the organisation on this change; I agree with the organisation's decision to make this change; I am part of change; I was ready for this change and this change is acceptable to me. These research questions from questionnaires were analysed against control variables (gender, age, occupation and tenure) as depicted in Table 4.5 had questions that related to support for change and will be analysed further with control variable analysis, as well as individual results from Figure 4.8 to Figure 4.12 using Pearson's chi-square.

Table 4.6: Demographics comparison to Support for change questions (Q6, Q7, Q13, Q22 and Q29)

	Q6 - I fully cooperate with the organisation change		Q7- This change is acceptable to me		Q13 – I am part of change		Q22 – I was ready for the change		Q29 – I will work hard to make this change a successful	
	n	Pearson Chi-square (p value)	n	Pearson Chi-square (p value)	n	Pearson Chi-square (p value)	n	Pearson Chi-square (p value)	n	Pearson Chi-square (p value)
Gender	93	0.850	94	0.979	93	0.122	93	0.518	90	0.676
Age	93	0.479	91	0.110	93	0.594	93	0.283	90	0.458
Place of work	90	0.102	91	0.160	90	0.864	90	0.867	87	0.704
Occupation	84	0.420	84	0.024	83	0.742	83	0.358	81	0.582
Years of Service/Tenure	89	0.572	90	0.476	89	0.376	89	0.123	86	0.584

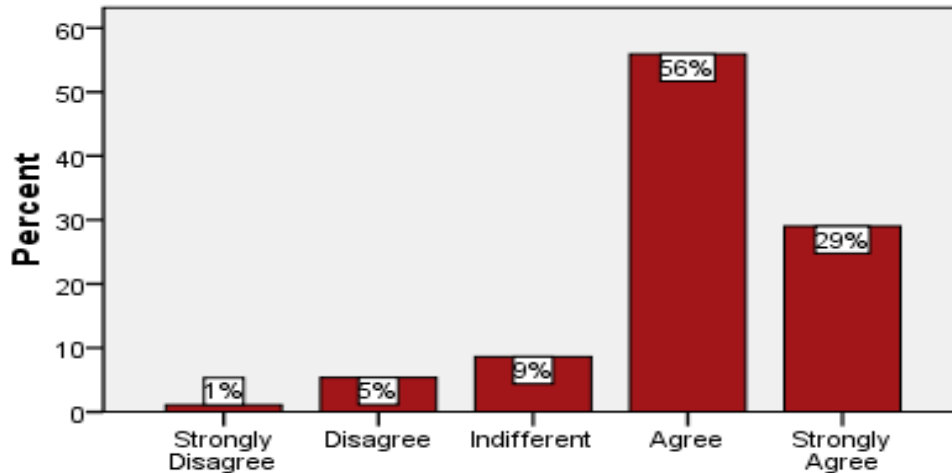


Figure 4.3: Results of Q6 – I fully co-operate with the organisation on this change

Employees who fully cooperate with organisational changes usually demonstrate active support for change. The respondents' results reveal that at least 85% of respondents, mean – 4.06, mode = 4 and standard deviation = 0.832), agree to co-operate with this organisational change, of which 45.2 % were male and 37.6% were females (Figure 4.8). When considering the age group of respondents, the majority of respondents who agreed to co-operate with the organisation on this change were between 30-49 years of age (53.8%). However, the p value= 0.850. Hence there is no association between age and Q6 I fully co-operate with the organisation on this change. At least 4.8% of respondents do not fully co-operate with organisations on this change and there is an equal split between Bargaining and Non-Bargaining employees. There is 9.5% that were indifferent. There is at least 80% of factory employees that fully co-operate with change, thus an association between place of work and question 6: I fully cooperate with the organisation on this change ($p= 0.102$). Therefore, most employees support the change that was implemented, though there are few that resisted change, as discussed in section 4.4.1.1.

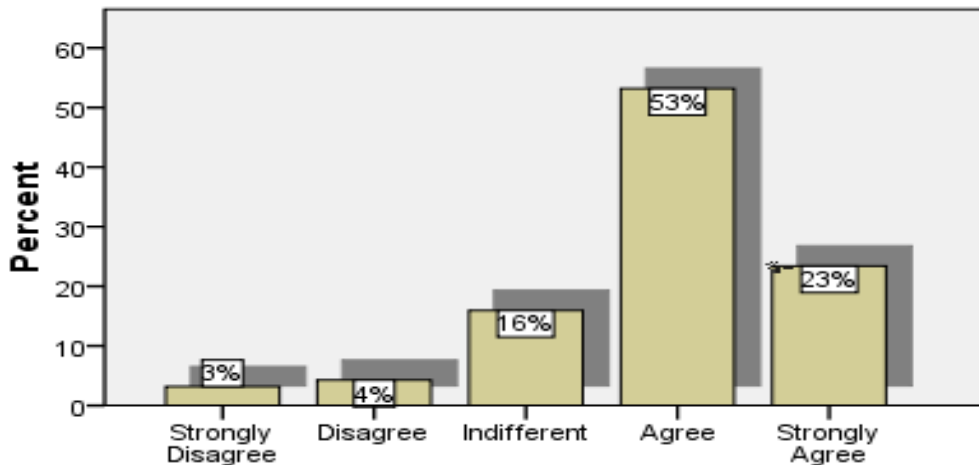


Figure 4.4 Results of Q7 – This change is acceptable to me

Respondents who affirmed that the change is acceptable to them were 76% (Mean=3.89, Mode =4 and SD = 0.921) as per figure 4.4. There is at least 47.6% female and 47.3% that regard the change as acceptable. However, there is no association between Gender and Q7: This change is acceptable to me ($p=0.850$). Data also revealed that respondents between ages of 30-30 years were 33%, 40-49 years were 15.9% and 20-29% were 13.8% regarded Bevco changes as acceptable. There is an association between gender and Q7 (p value = 0.110).

At least 4.8% of the respondents (4) found the change to be unacceptable to them and these were split as follows: first line Managers (1.2%), Specialists (1.2%) and Bargaining employees (2.4%). At most 16.7% of respondents were indifferent. These employees did not want to either decide whether the change was acceptable or unacceptable to them. There is an association between occupation and Q7 this change is acceptable to me ($p=0.042$). Though most respondents (78.6%) found the change to be acceptable, the organisation should be concerned that respondents that opted not to respond to this question. When changes are unfolding in a company, everyone in an organisation should know how they feel about the organisational change as this opens chances to either passive resistance or passive acceptance.

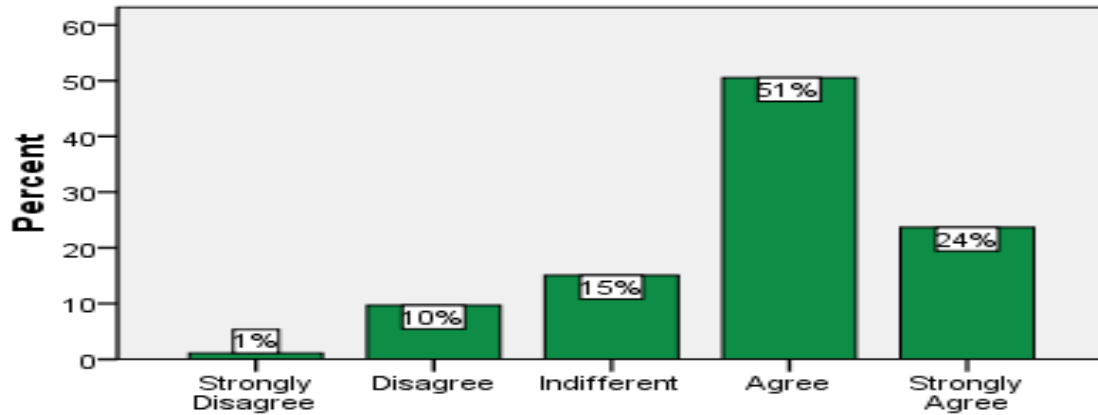


Figure 4.5 Results of Q13 – I am part of change

Based on Figure 4.5, employees represented contentment and expressed their agreement by 75% to being part of change. The reaction is passive. Most respondents were 43% males and the rest (32%) were females who agreed that they are part of the change. However 15% were indifferent. The hypotheses predicted that there is some association between gender and Q13: I am part of the change ($p=0.122$). There is a negative weak correlation relationship between Q13: I am part of the change and age, as well as tenure (significance level <0.01 ; $r_{tenure} = -0.016$ and $r_{age} = -0.030$). There is 93 respondents to Q13 and mode = 4, standard deviation = 0.928 with 50th and 75th percentile of 4. The respondents believed to be part of the change. There is no association between the place of work and Q13: I am part of change ($p=0.864$).

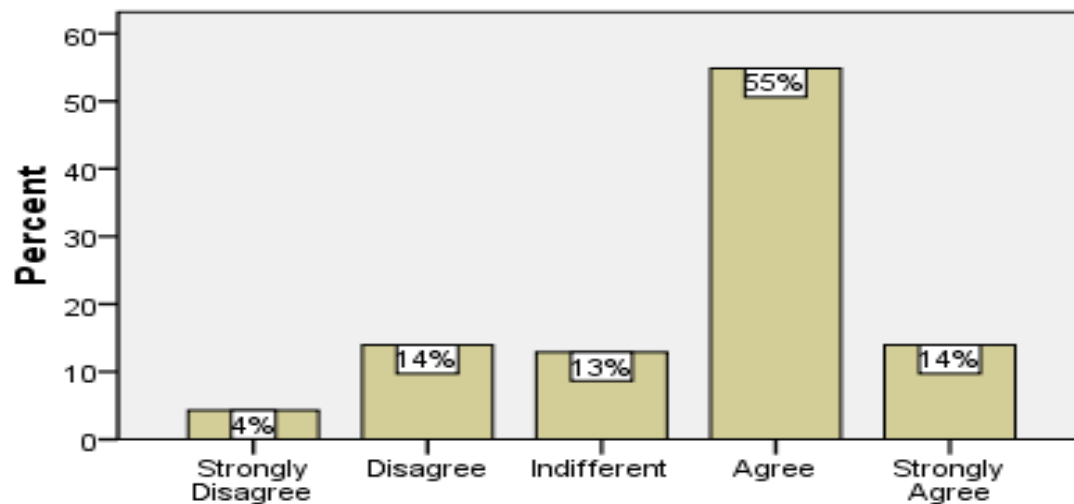


Figure 4.6: Results of Q22 – I was ready for the change

The support for change is mainly determined by individual's readiness for change, which is passive support. The respondents (N=93, Mean=3.6, mode=4, SD=1.034) that believed they were ready for the changes were 69%; those that were indifferent were at least 13% and 18% who disagreed. There is no association between place of work and Q13: I was ready for the change (0.867) however, there was some association was noted between Years of service and Q13: I was ready for the change ($p=0.123$).

Survey results revealed that 28% did not need anyone to prepare them for change (Q26). However, 56% disagreed (N=91, Mean=2.57, SD= 1.156), which means that they needed to be prepared for the change. There is a negative weak correlation between Q22: I was ready for the change and Q26: I did not need anyone to prepare me for the change ($r= -0.031$). In change management, it is management's function to lead the change, communicate and prepare employees for upcoming change, the results for Q24: management had prepared me for the change (N=91, Mean=3.21, SD= 1.111) revealed that half respondents were affirmative, 20% were indifferent and 30% disagreed. Thus, management partially prepared employees for this change. There is a positive weak correlation between Q22: I was ready for the change and Q24: management had prepared me for the change ($r= 0.483$).

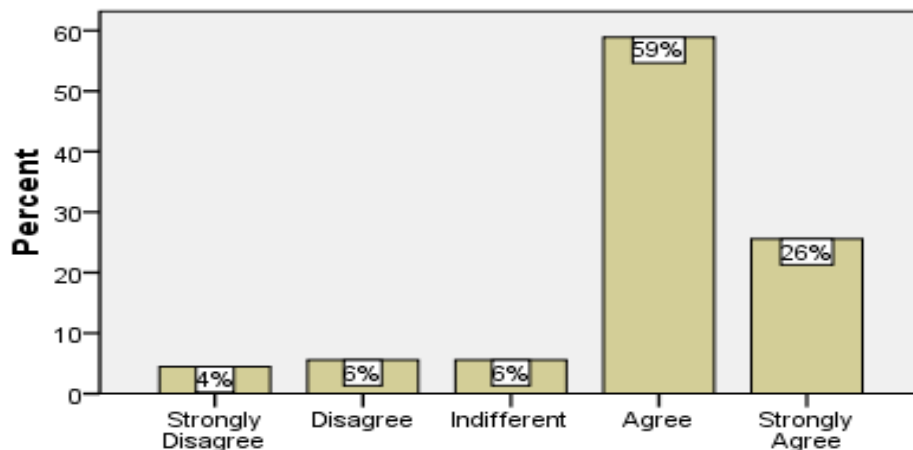


Figure 4.7: Results of Q29 – I will work hard to make this change a successful

The respondents (N=90, Mean=3.96, mode=4, SD= 0.9704) who believed they were ready for the changes were 84.8%; those that were indifferent were at least 5.8% and 9.4% who disagreed. The organisation has a reasonable amount of employees that are committed to making organisational change a success. There is no association between place of work and Q26: I will work hard to make this change successful ($p=0.704$).

Overall results reveal that 85% of respondents (mean – 4.06, mode = 4 and standard deviation = 0.832) agreed to co-operate with this organisational change, of which 45.2 % were male and 37.6% were females. The majority of respondents who agreed to co-operate with the organisation on this change were between 30-49 years of age (53.8%). However the p value= 0.85, hence, there is no association between age and Q6: I fully co-operate with the organisation on this change. At least 80% of factory employees fully co-operate with change, thus a relationship between place of work and Q6 I fully cooperate with the organisation on this change. Therefore, most employees support the change that was implemented by the beverage company’s management.

4.4.2 Perceived Organisational Support

A wide ranges of work-related attitudes/outcomes are related to perceived organisational support. The following questions were considered when analysing perceived organisational support i.e. Figure 4.8 in Q23 The organisation would ignore any complaint from me and Figure 4.9 Q38 The organisation values my contribution to its well-being; will be discussed below in line with perceived organisation support of the organisation.

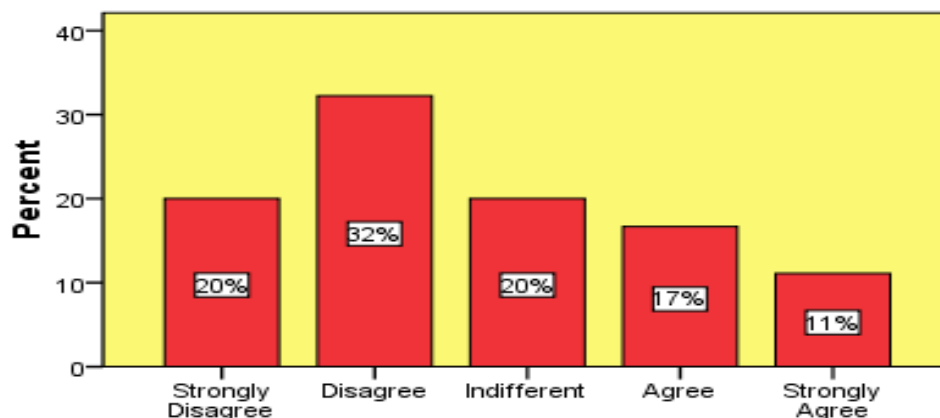


Figure 4.8: Results of Q23 – The organisation would ignore any complaint from me

The survey respondents (at least 28%) believe that the organisation will ignore any complaints from them and 20% were indifferent. There are 52% of respondents that disagree and thus are of the opinion that the organisation would not ignore them. Central tendency statistics revealed that mode is 2, mean at 2.67 and 50th percentile at 2. Factory employees seem to believe that organisations would ignore any complaints from them (50.2%). Females (12.2%) opted to be neutral on this questions and statistical gender had no association with Q23: The organisation would ignore any complaint from me ($p=0.703$). Pearson correlations relationships (2-tailed) show that there is negative correlation between Q23 and Q7: This change is acceptable to me ($r=-0.23$). However, there is a positive correlation between Q23 and Q8: I am opposing or will oppose the change ($r=0.11$). This survey result had proven to be contrary to that of research conducted by Vithessonthi (2005), where it was suggested that perceived organisational support might be deemed as positively correlated with support for change and negatively correlated with resistance to change. This could be industry-based as there are differences between industries and occupation (management, bargaining to non-bargaining unit).

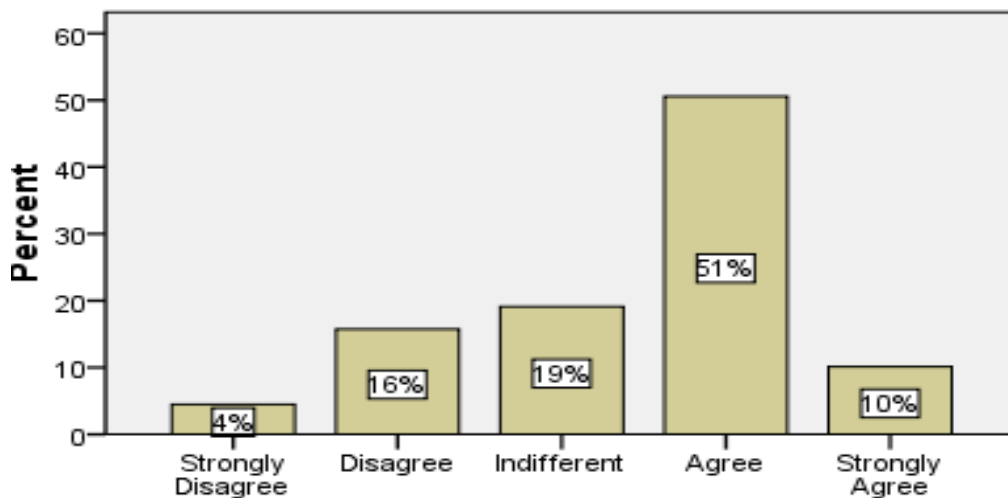


Figure 4.9: Results of Q38 – The Organisation values my contribution to its well-being

Overall survey results (Q38, Figure 4.9) revealed that 61% of respondents perceived the company as an organisation that values their contribution. However, 20% differed and 19%

were indifferent ($n=90$, Mode 4, 50th percentile =4, $SD=0.970$). The main participants who responded in a descending order were between age 30-39 years, 20-29 years, 40-49 years and 50-59 years by 40.4%, 24%, 20.2% and 14.6% respectively. However total of those who concurred that their contribution is valued by the Organisation to its well-being was 60% and mainly from ages between 30-39 years (23.4%) , 50-59 years (14.6%), 40-49 years (12.4%) and 20-29 years (10.1%). Though there are at least 40% of indecisive and disagreeing employees, there is a large portion of 60% who believed that the organisation values their contribution. They are most likely to support the change and the hypotheses predicted that there is association between age and Q38: The organisation values my contribution to its well-being ($p=0.016$).

Different organisational roles contribute differently in an organisation, whilst working in synergy towards the success of the organisation. Different roles felt that the organisation valued their contribution with Bargaining units (33.4%), Non Bargaining unit (11.1%), First line management (8.6%), though Bargaining units was the highest with indifferent (7.4%) whilst both First line management and bargaining unit respondents were disagreeing, both 6.2%. The projections are that there is an association between occupation and Q38: The organisation values my contribution to its well-being ($p=0.087$).

Employees tend to be more loyal to the employer that values their contribution to the success of the firm, hence are most likely to stay longer in the firm when their contribution is valued. At least 22.3% of respondents were on tenure more than 10 years and 15.1% were from 6-10 years (rest were from lower than 5 years) who believed their contribution was being valued by the organisation. There are respondents who do not feel that their contribution is valued by the organisation and they range from less than 2 years (9.4%), more than 10 years (4.7%), 6-10 years (3.5%) and 2-5 years (2.4%). These employees are most likely to resist the change and would not commit to the organisation and may result in high staff turnover. Therefore, statistical inference that there is an association between tenure and Q38: The organisation values my contribution to its well-being ($P=0.069$). Organisations need to review and strengthen employer/employee relationships. This will

ensure that employee commit and stay within the organisation and may result in high productivity as they will retain the skilled and talented employees

Pearson correlation relationships (2-tailed) show that there is moderate correlation between Q38 and Q6 I fully cooperate with the organisation on this change me (Sig Level =0.01, $r=0.405$). However there is negative correlation between Q23 and Q16: I am not part of the change (-0.113). In summary, the survey results though not significant, but it certainly does prove that most employees prefer to work for the employer that values their contribution. This is important during the change process as it could be a determining factor between support and resisting change.

4.4.3 Perceived participation in decision-making process

Three questions that were considered when analysing the perceived participation in decision-making as depicted in Table 4.3 and these were Q25 – There is a two-way communication in the decision-making process Q25 (Figure 4.10), Q34- I had enough information about the change before it occurred (Figure 4.11) and Fig Results of Q39- I am satisfied with the ways I can express my views (figure 4.12)

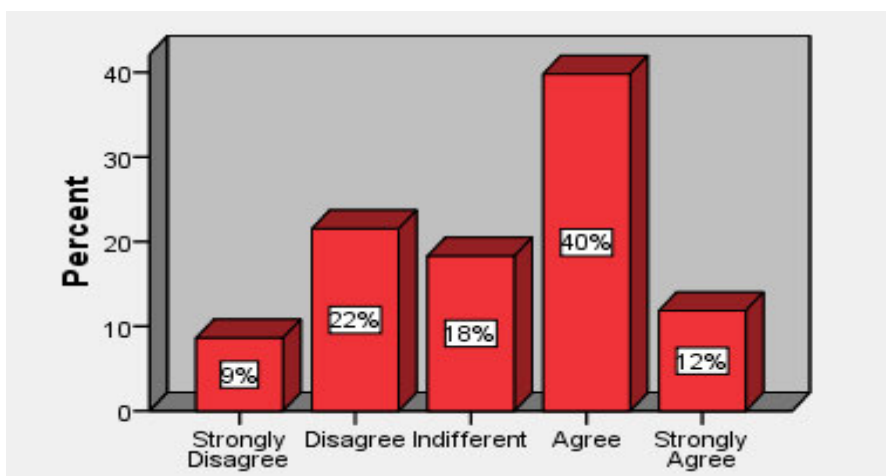


Figure 4.10: Results of Q25 – There is a two-way communication in decision-making process.

Two-way communication is important to avoid misunderstanding, thus continuous communication has an important role in managing change including employees buying into something different from the status quo. The survey participants' results revealed that 52% were of the opinion that there was a two-way communication in decision-making, though 18% were indifferent and 31% disagreed. Amongst the factory employees who respond 45.5% affirmed that there was two-way communication in the decision-making process and 13% were indifferent, whilst 22.1% disagree. Statistics predicted that there is an association between place of work and Q25 ($p= 0.095$) as well as an association between occupation and Q25 ($p= 0.056$). The fact that 48% of employees did not concur that there was two-way communication in decision-making process; could mean that top management unilaterally made a decision pertaining to change implemented. Based on literature discussed in Chapter 2, top and middle management are entitled to make strategic and tactical decisions respectively. However, first-line management can make operational decisions. It is top management's function to ensure that strategic and tactical decision are communicated to employee and this will enable the alignment to the operational level. Thus, employees become aware of their effort or role during the change. Hence they would become part of the change and reduce resistance to change.

Pearson correlation relationships (2-tailed, significance level 0.01) show that there is a moderate positive correlation between Q25 and Q38: the organisation values my contribution to its well-being. ($r=0.566$). However there is negative correlation between Q25 and Q23-The organisation would ignore any complaint from me ($r=-0.077$). The researcher was of the view that might expect that employees with high levels of participation in the organisation's decision-making may tend to react more positively to change than the employee with low level of participation in decision-making, thus supported by analysis of relationship as there is a positive correlation. The organisation's employees felt that the organisation values their contribution when they participate in decision making, though this may not be always practical in manufacturing. Thus, the negative results when related to the organisation ignoring complaints from them.

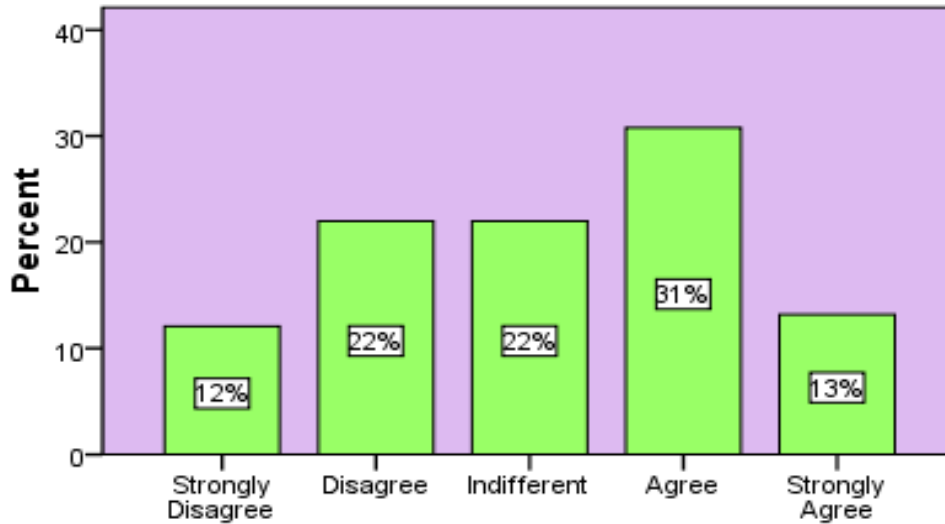


Figure 4.11: Results of Q34- I had enough information about the change before it occurred

The survey participants affirmed by 44% responses that they have enough information about the change before it occurred and 22% were indifferent and 34% disagreed. As discussed above, communication is important to all stakeholders to ensure buy-in. In relation to gender, at least 22% concurred with having enough information about changes before it occurred and 16.5% males were indifferent and 14.3% males disagreed compared to 22% and 19.8% females who concurred and disagreed respectively. Thus, the survey reveals that there is an association between gender and Q34: I had enough information about the change before it occurred (p value = 0.063). This is not significant as less than half concurred. Pearson correlation relationships (2-tailed, significance level 0.01) show that there is moderate positive correlation between Q34 and Q38 the organisation values my contribution to its well-being. ($r=0.573$). However there is negative correlation between Q34 and Q23-The organisation would ignore any complaint from me ($r=-0.050$).

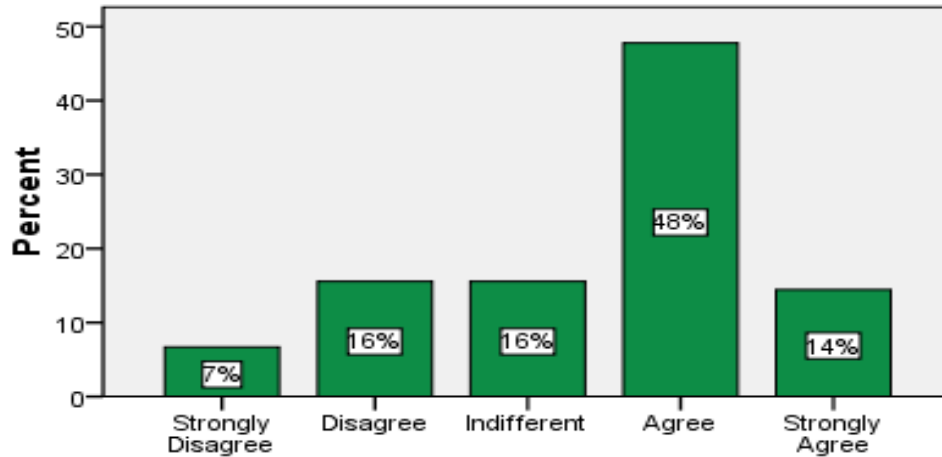


Figure 4.12: Results of Q39- I am satisfied with the ways I can express my views

Many times, employees have fears to express their opinions, especially if it is negative. However, survey respondents confirmed that they are satisfied with the ways that they can express their views. This would mean that the organisation had created channels for communication with causing intimidation to employees. There are some that disagreed (23%) and were indifferent (16%). Some respondents (28%) believed that the organisation would ignore any complaints from them (Q23), whilst 20% were indifferent. Pearson correlation relationships (2-tailed, significance level 0.01) show that there is moderate positive correlation between Q39 and Q38 the organisation values my contribution to its well-being. ($r=0.687$). However there is a negative correlation between Q39 and Q23-The organisation would ignore any complaint from me ($r=-0.066$).

In summary, based on the correlation results of Q25-There is a two-way communication in the decision-making process, Q34- I had enough information about the change before it occurred and Q39 -I am satisfied with the ways I can express my views in relation to Q23-The organisation would ignore any complaint from me. There is a negative correlation relationship. Respondents feel that they did not have enough information before change was rolled out. However they are satisfied with the way they express own views. Bevco management would ignore any complaints from them. Management may be considering their complaints. However when employees and management do not agree on issues,

employees may perceive that as being ignored. In a manufacturing environment, it may not be always practical in manufacturing to satisfy both organisations and employees thus the negative results when related to organisations ignoring complaints from them. This confirms the study conducted by Locke, Frederick, Lee and Bobko (1984) suggested that in a production setting, the participation in decision-making was less effective.

There is positive correlation between Q25-There is a two-way communication in decision making process, Q34-I had enough information about the change before it occurred and Q39 -I am satisfied with the ways I can express my views in relation to Q38- The organisation values my contribution to its well-being. There is a moderate positive relationship. This research assessed if employees feel that they can express their opinions. This study confirmed that employees who express views and complains might be ignored. This study had also confirmed that the relationship is positive though it is not significant as per the study by Allen, Shore and Griffeth (2003) in relation to decision-making and perceived organisation support. This research also confirmed that there is a positive correlation between participative decision-making and acceptance of change ($r_{Q6} = 0.405$, $r_{Qn7} = 0.406$). This could be due to the fact that this research was conducted in a manufacturing environment.

4.4.4 Perceived need for change

When analysing the data related to perceived need for change, there were four questions that were focused on Q12- Making some changes from time to time is important for any organisation (Figure 4.17), Q19 - I fully understand how the change we made (Figure 4.18), Q28 I am arguing the need to make this decision (Figure 4.19) and Q40 I support the decision to make thus change (Figure 4.1).

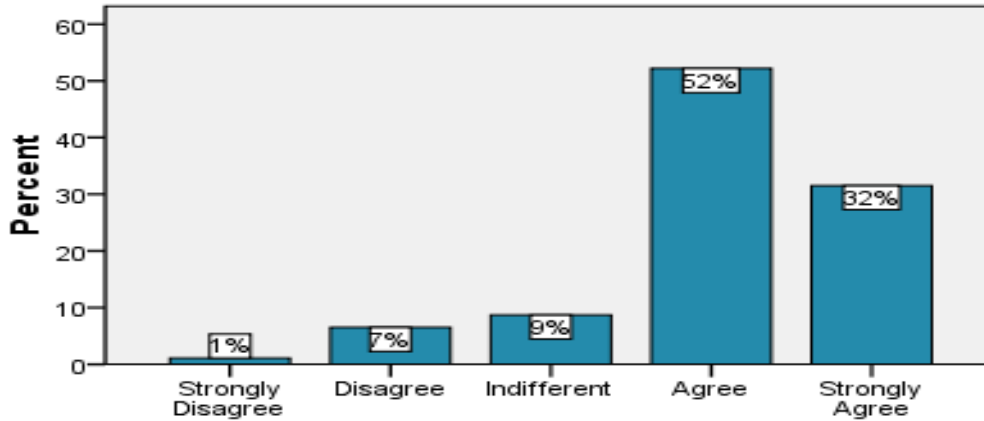


Figure 4.13: Results of Q12- Making some changes from time to time is important for any organisation.

Change is part of life and necessary for sustainability and the majority of employees (84%) agreed that making changes is important for any organisation (Figure 4.13). The Beverage company demographics revealed that there are more employee with service more than 10 years, followed by less than 2 years who concurred that making changes is important in any organisation. Hypotheses predicted that there is an association between tenure and Q12: Making some changes from time to time is important for any organisation ($p=0.024$). It is important that the employees understand that the change are necessary from time to time. This understanding can aid change implementation. Using Pearson correlation relationships (2-tailed, significance level 0.01), there is a positive correlation relationship between Q12 and Q6 I fully cooperate with the organisation on this change ($r=0.400$) as well as Q12 and Q13 I am part of change ($r= 0.438$).

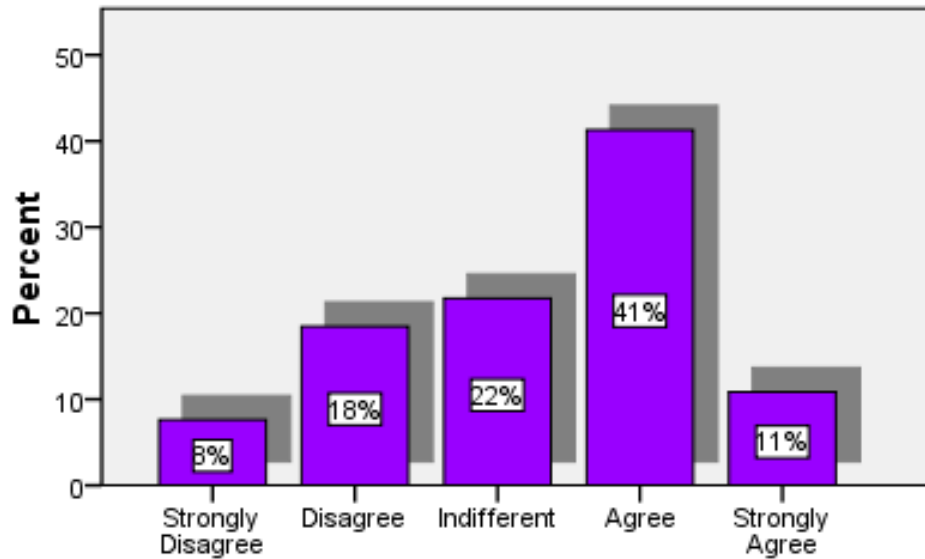


Figure 4.14: Results of Q19 - I fully understand how the change was made

The survey respondent results (Figure 4.14) show that 52% agreed to fully understanding how changes were made, 22 % were indifferent and 26% disagreed. Respondents that agreed to full understanding range from strongly agree to agree at 11% to 41% respectively. There is a reasonable amount of data for disagreeing, as was for those that are indifferent. This could raise an alarm to management to visit the communication mechanism utilized to communicate changes made. The respondents may have an understanding of how changes were made but are not fully understanding the reasons.

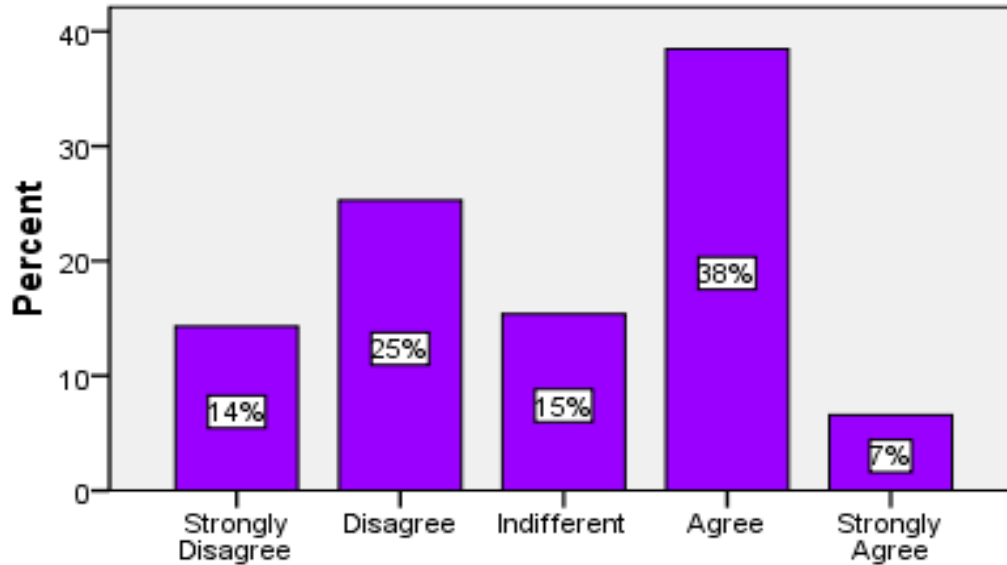


Figure 4.15: Results of Q28 I am arguing the need to make this decision

Management and employees may differ on the necessity of change even though change is a part of life and inevitable. There were at least 45% survey participants from the beverage company employees that argued the need to make this change (N=91, Mean=3.96, SD=1.220). Lack of understanding the need for change may result in employees resisting change. Using Pearson correlation relationships (2-tailed, significance level 0.01), there is a negative correlation relationship between Q28 I am arguing the need to make this decision and Q7 this change is acceptable to me ($r = -0.032$) and Q12 and Q16 I am not part of change ($r = 0.400$). Employees arguing against the need for this change cause their responses to correlate negatively with support for change and correlate positively with resistance. This would indicate that these employees are not understanding the need for change. Hence they are passively resisting change.

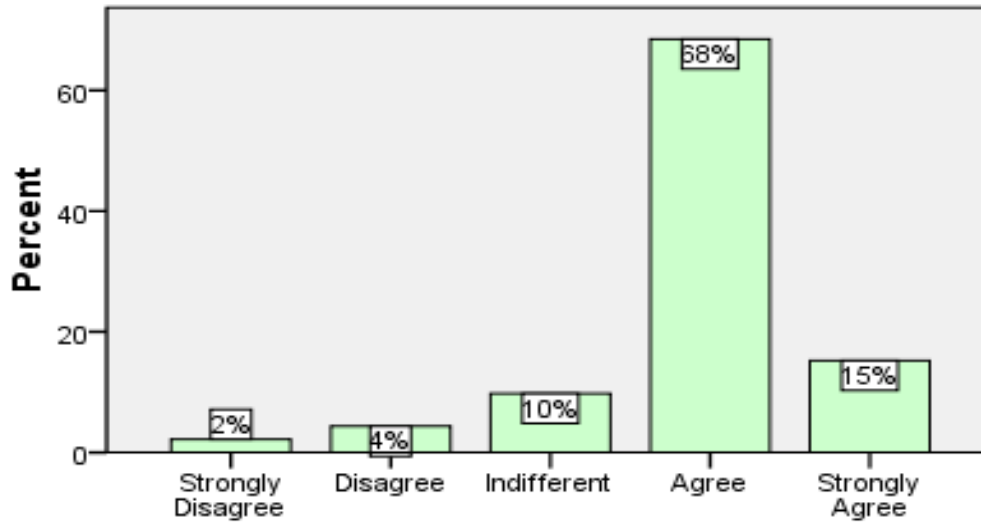


Figure 4.16 Results of Q40 I support the decision to make this change

Most employees (73%) support the decision to make this change, and 45% (Q28) of respondents argue the need to make this change. There is a weak positive correlation relationship between Q28 arguing the need to make this change and Q40 supporting the decision to make this change ($r=0.071$). Supporting the decision for change may not mean that the need for this change is understood correctly. Thus management had challenges when conveying reasons for change at different levels in the organisation especially in a manufacturing environment due to its dynamic nature that includes employees at bargaining levels to management. The communication for a need to change must be conveyed in strategic level, tactical level eventually operational level without creating room for perceptions and misconstrue of information.

In summary, the respondents understand that change is required from time to time (84%) since there could be internal or external factors, understand how changes were made (52%). However, they argue the need for this change (42%) as they support the decision to make the change (73%). Pearson correlation relationships (2-tailed, significance level 0.01), there is a positive correlation relationship between Q19 I fully understand how the change we made and Q40 I support the decision to make this change ($r=0.622$). This survey was conducted to assess whether employees understand the need for organisations to embark on organisational change. Thus this was not confirmed though the need for, change

response were not positive and large numbers of employees argued the need for change but they still support the decision to make change. Information about the change may have not been forthcoming as respondents would need. However when change was rolled out, they understood how it was done.

4.4.5 Attitude towards Organisational Change

Under normal circumstance, when employees understood and accepted that there was a need to change. The difficulty comes with fear of the consequences. These were explored below for a research study conducted at the beverage company using different questions. Inferences were made considering the following questions Q9 In general, I am skeptical about the benefit of organisational change (Figure 4.21), Q16 I am not part of change (Figure 4.22), Q 21 I am not afraid of the unknown consequences of this change (Figure 4.23), Q33 The results are this change are unpredictable (figure 4.24) and Q 42 I withdraw my support for this change (Figure 4.17).

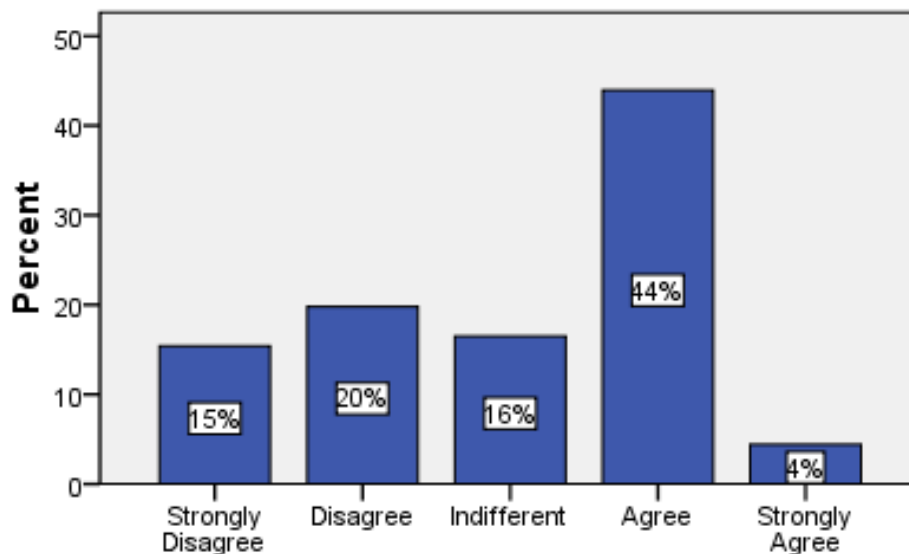


Figure 4.17: Results of Q9 In general, I am skeptical about the benefit of the organisation change.

Different emotions that people go through were discussed briefly in the literature review: fear was amongst other emotions. Therefore the survey revealed that at least 48% of participants are generally sceptical about the benefit of the organisational change.

Statistical central tendencies also show the $n = 91$, mode 4, standard deviation = 1.202, mode =4 is indicating that there are more respondents agreeing to being sceptical about benefits of the organisation change. As discussed, some people support change when they stand to personally benefit. However, in this instance, there is fear of the unknown. There was at least 35% and 16% of respondents that were not sceptic about the benefit of the change and others were indifferent. There is a positive correlation between Q9: In general, I am sceptical about the benefit of the organisation change and Q21: I am not afraid of the unknown consequences of this change ($N=89$, $r= 0.063$). It is worth noting that the survey question was not about being sceptical about organisations, but the benefit of the organisational change. Hence, respondents may not be sceptical about change, but are concerned about unsaid or vaguely mentioned benefits.

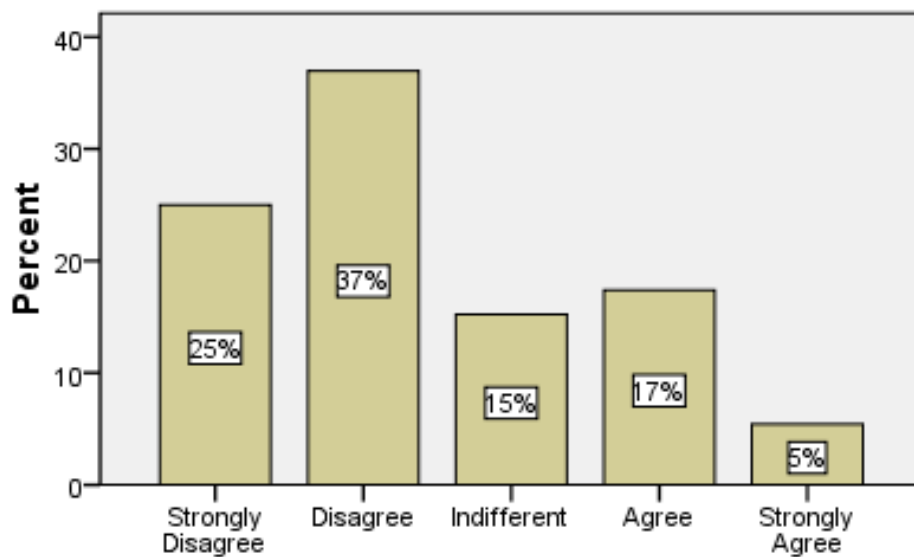


Figure 4.18: Results of Q16 I am not part of change

This question was aimed at ascertaining whether employee responses will differ between Q16: I am not part of the change and a reverse Q13: I am part of change. It was interesting to note that the indifferent responses did not change though response that were concurring to being part of change was 75% ($N= 93$) differed to responses that disagreed to not being part of the change which is 62% ($N= 92$, Mode= 2 and mean= 2.41) and note there was an increase by 13% to not being part of change. Hence inference can be made that at least

62% really believe that they are part of change and there is a negative weak correlation between Q13 I am part of the change and Q16: I am not part of the change ($\alpha= 0.01$, $r= -0.270$).

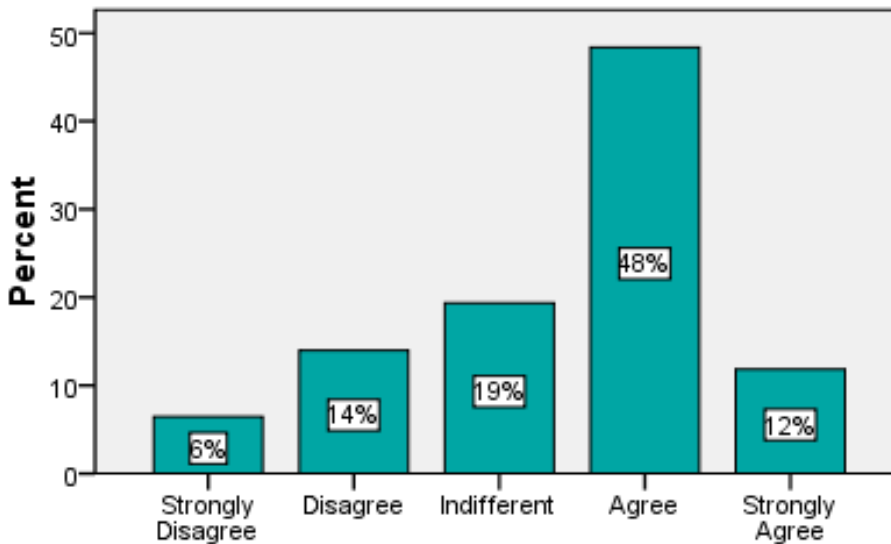


Figure 4.19 Results of Q 21 I am not afraid of the unknown consequences of this change

Change makes everyone uneasy due to fear of the known or unknown consequences. Most respondents (60%) concurred that they were not afraid of the unknown consequences for this change, whilst 19.4% were indecisive and 20.5% disagreed. The most participants without fear of the unknown in a descending order were from the ages between 30-39 years, 40-49 years and 50-59 years, with 22.6%, 25.1% and 12.9% respectively. The younger employees (20-29 years) were the least to be without fear of the unknown compared to the older group of respondents. Due to social dynamics, we can make an inference those with 30-39 years of age need security and anything that differs to what they know will result in fear for their job security. Thus, hypotheses predicted that there is an association between age and Q21: I am not afraid of the unknown consequences of this change ($p=0.04$). There is at least 19.4% and 20.5% who were indifferent and disagreed and approximately 40% of respondents that were indecisive and/or uneasy with unknown change consequence. Thus, it can be perceived that the employees were in doubt of change, as their fears were not settled. Alternatively, employees may have had fears of

known and or unknown consequences of change. Hence, future research may need to explore this for future surveys.

Bargaining unit respondents were 48% spread from agree, indifferent to disagree at 27.7%, 12% and 8.4% respectively, whilst site management and first line management results revealed that they were not afraid of the unknown with 3.6% and 15.7% respectively. Hence, management and bargaining employees tend to support the changes if they have no fear whether of known or unknown consequences. There are respondents from bargaining units that responded disagreeing and indifferent with 8.4% and 12%. These employees are most likely to resist. Therefore, an alternate survey proved that there is association between occupation and Q21: I am not afraid of the unknown consequences of this change ($p=0.10$).

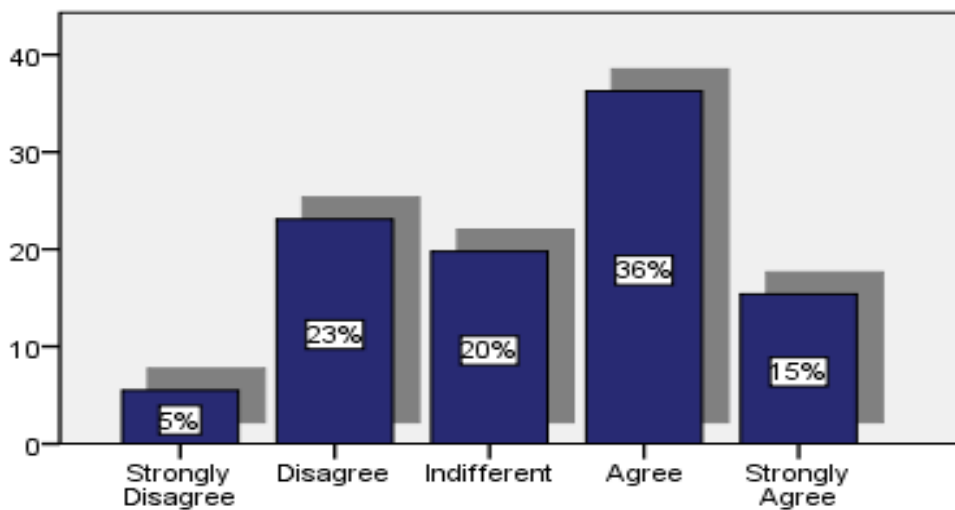


Figure 4.20: Results of Q33 The results are this change are unpredictable

At least half of the respondents feel that the results of this change were unpredictable and 28% disagreed and 20% were indifferent ($n=91$, mode =4, $SD= 1.155$). Change results should not be a surprise. This could happen, if management had not communicated the expected results after the change is implement, which could result in employees resisting change. There is a positive weak correlation between Q9: In general, I am sceptical about

the change and Q33: I feel that the results of this change are unpredictable (N=88, r=-0.098).

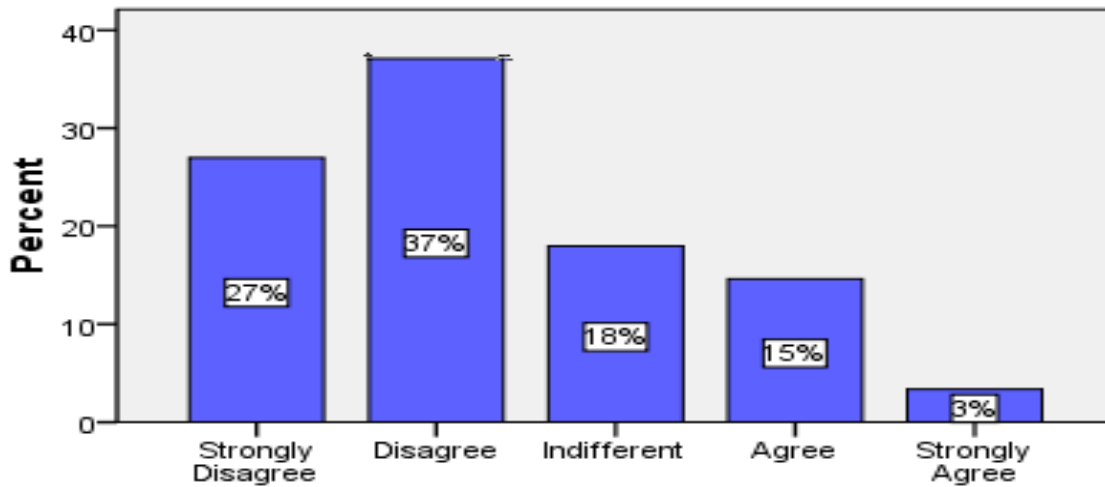


Figure 4.21: Results of Q42 I withdraw my support for this change

Amongst respondents, there were those who disagree to withdrawing support from change at least 64% whilst those who were indifferent and agreed to withdraw their support for this change were both 18% each. Participants that agreed to withdrawal of their support for this change were 10.1% males and 7.9% females whilst those who were indifferent were 12.4% females. However, those respondents who were disagreeing to withdrawal of support for this change were 38.2% Males and 25.9% females. The results reveal that there is an association between Gender and Q42: I withdraw support for this change (P value = 0.075).

For successful change implementation, it needs to be support from all stakeholders. Amongst participants that responded to this survey, there were bargaining employees (13.6%) who concurred that they withdraw support for this change and 25.9% disagreed. All Site management respondents disagreed, whilst the concern was first-line managers whose results were split between disagree (9.8%) and indifferent (8.6%). This may have a negative impact on the change implementation process where leadership is undecided and

this leadership is supposed to drive the change. Thus, there is an association between occupation and Q42: I withdraw my support for this change (p value = 0.103).

The respondents with 2-5 years (8.2%) and 6-10 years (5.9%) were in agreement to withdrawal of support for this change, thus there is association between tenure and Q42: I withdraw support for this change (p = 0.089). Pearson correlations relationships (2-tailed, significance level 0.01) show that there is a positive correlation between Q42 I withdraw my support for the change and Q16 I am not part of change ($n=88$, $r =0.509$). Likewise, there is a negative correlation relation between Q42 and Q7 this change is acceptable to them. Thus, this indicated the employees when they view themselves as not part of change; they withdraw their support for change. The organisation values my contribution to its well-being. ($r=0.687$). However, there is negative correlation between Q39 and Q23-The organisation would ignore any complaint from me ($r=-0.066$).

In summary, this dissertation intended to assess the employee attitudes towards change such as acceptance of change, ignoring change, resisting change. It is evident that some employees are skeptical about the benefit of the change (48%). This results in them being afraid of the unknown consequences (52%) as they feel that the change results are unpredictable (51%). Even so, they do not withdraw their support of the change (64) and are part of change (62%).

4.4.6 Trust in management

The trust in management was examined based on having a clear vision for the future, whether the reasons provided by top management for this change are convincing and accountability. The trust in management was assessed in relation to Q10 I trust the top management (Figure 4.22), Q11 Reason provided by top management for this change are not convincing (Figure 4.23), Q14 I feel that management were accountable (Figure 4.24) and Q 31 There is a clear plan (vision) for the future (Figure 4.25), discussed further.

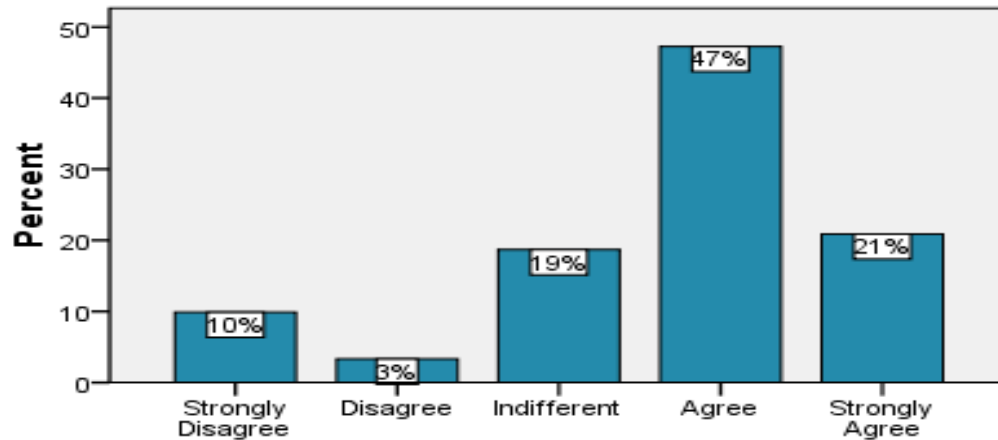


Figure 4.22: Results of Q10 I trust the top management

Survey results revealed that employees (68%) trust the top management though there is 19% that is indifferent and 13% who do not trust top management. Since top management initiates strategic changes, support from below levels is of essence and it can be acquired when employees trust top management. There was at least 91 respondents and mode being 4 (Agree) and standard deviation being 1.160. the assumption made by the researcher was that top management are the executive for the benefit of the study however this may have not been explicit on the questionnaire as at factory level, top management would be site management. Regardless executives communicate to site management and information shared with lower levels however; this was indirectly with bargaining employees due to unionised environment.

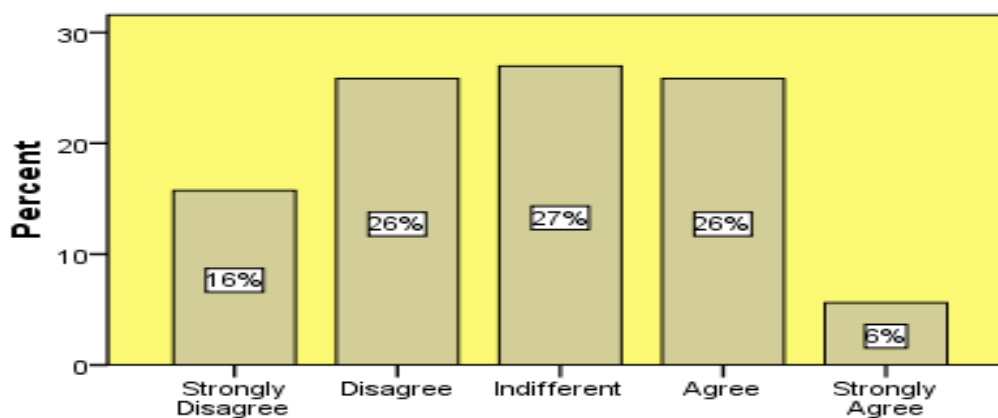


Figure 4.23: Results of Q11 Reason provided by top management for this change are not convincing

Management implements changes for a purpose thus any change within an organisation is for a reason. The survey respondents that were not convinced by top management reasons were 32% whilst 27% were indifferent and 42% were convinced. Most of the respondents (79%) to this Q11 were from factory whereby 30% concurred that top management reasons were not convincing and at least 22.1% were indifferent whilst 26.7% disagreed with Q11. Results of factory respondents who were Indifferent 22.1% and those who agree 30% are revealing that top management reasoning regarding the organisational change was either not communicated or not well communicated; hence, the Bevco employees had not bought into change implemented. Thus there is an association between place of work and Q11 Reason provided by top management for this change are not convincing ($P=0.063$) as well as Tenure and Q11-Reason provided by top management for this change are not convincing ($p=0.063$). Employees with longer years of service tend to be loyal to the organisations. However, it was evident from the survey results that revealed that employee with less than 2 years and more than 10 years were convinced by reasons for changes in comparison to employees between 2-10 years. Employees with less than 2 years have less experience for the business dynamics and more than 10 years are mainly loyal and the rest of employees are combination of experience and loyalty thus need facts to be presented to them to enable them with better understand of what future holds.

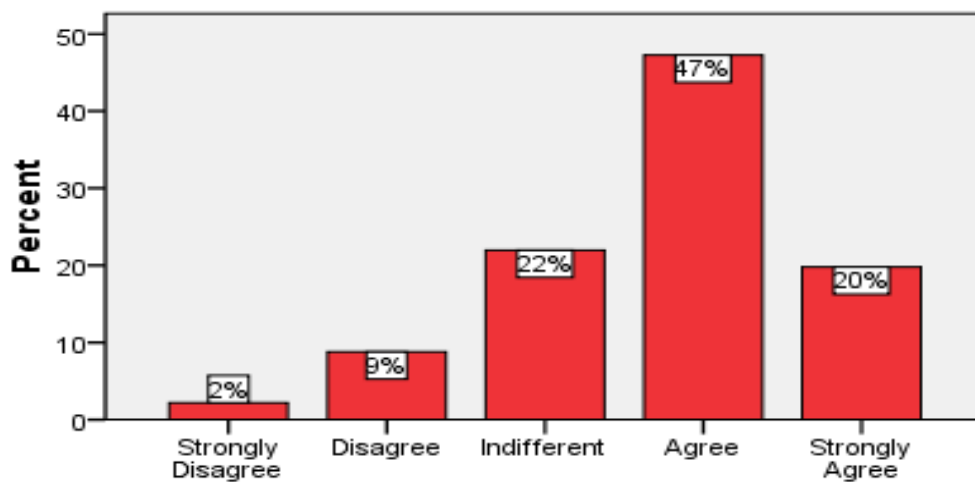


Figure 4.24: Results of Q14 I feel that management were accountable

The beverage respondents (67%) agree that they feel that management were accountable, at least 22% were in different and 11% disagreed. Statistical central tendencies reveal that mode is 4 thus more respondents were for agreeing. Management accountability is dependent on management taking responsibility for their action thus employees may not necessary know exactly when management are accountable but they know that there is consequences for action or reaction.

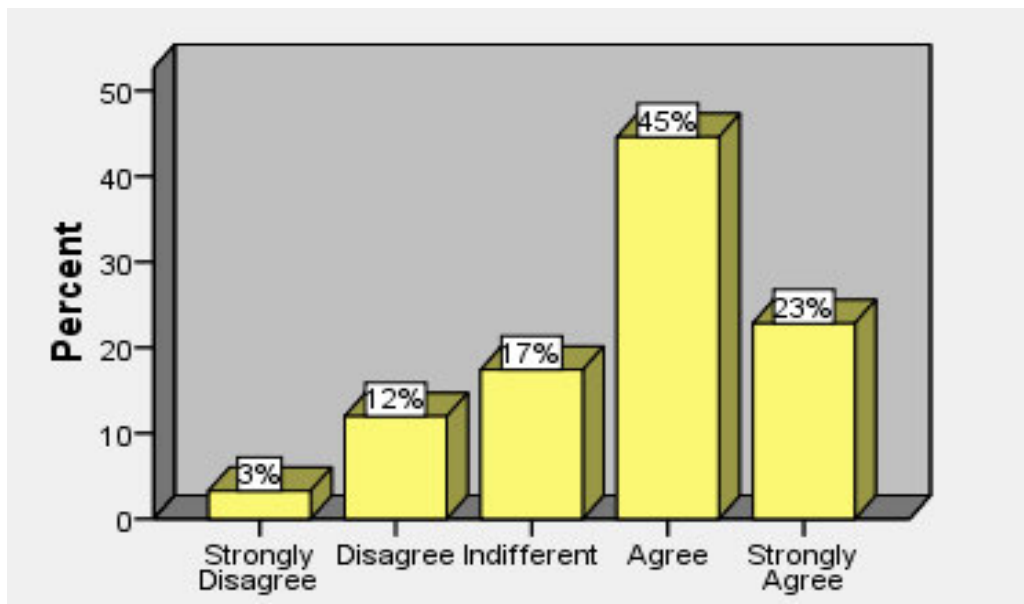


Figure 4.25: Results of Q 31 There is a clear plan (vision) for the future

Successful organisation have a clear vision for the future that is known to its employees, Bevco participants who concurred to that the organisation had clear plan for future were 68%, 17% were indifferent and 15% disagreed. Results revealed that Bargaining unit (36.6%), Non Bargaining units (13.4%), First line management (10.8%) and Site management (4.9%) were in agreement that there is a clear plan (vision) for the future, however from respondent that were indifferent they were mainly Bargaining (8.5%) and Non Bargaining (6.1%) which are factory employees. First line management (6.1%) did not believe that there is clear vision for the future; this could have negative implication, as these employees are the factory leadership who should be driving the change at the operational level. The hypotheses predicted that there is association between occupation and Q31: There is a clear plan (vision) for the future ($P=0.086$) for this Bevco.

In summary, There is a negative weak correlation between Q10 I trust the top management and Q11: reasons provided by top management for the change are not convincing (N=89, $r = -0.063$). It is worth noting that there is 32% of respondent that does not trust management (Q10) and who were not convinced by the reason provided by top management in relation to the change (Q11). The reason for respondents not to be convinced could be the flow of the information from top management to lower level that was inadequate or lacking. Most respondents (75%) feel that management was accountable though other respondents were indifferent (22%) and disagreed (11%). There is weak positive correlation between Q10: I trust the top management and Q14: I feel that management were accountable (N89 , $r = 0.054$). There was no correlation relationship between Q11 Reason provided by top management for this change are not convincing and Q14 I feel that management were accountable. Therefore, employees trust management because of the clear vision, though there are not entirely convinced by the reasons for change and feel that they are accountable.

4.4.7 Colleagues' reactions to change

In an organisation employees have social as determined by Maslow theory and this research was aimed at assessing whether colleagues had influence during the change and employees having social need (affection, belonging, acceptance and friendship) may influence how employee reacts towards change. Survey show how optimistic people are regarding organisation's future, colleague's support for change and how it evolved as it was unfolding.

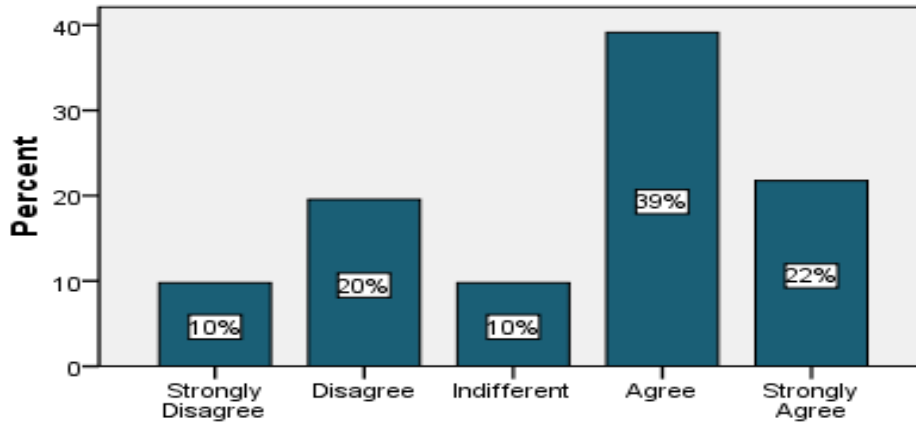


Figure 4.26: Results of Q32 People in the organisation feel uncertain about the future

There are different types of people in the organisation and their behaviour differs, some they are decisive, indecisive, those who lead others follows. People within teams form organisation and if the people are uncertain about the future they will tend to resist the change and the beverage manufacturing firm is no different as most respondents (51%) feel that other people are uncertain about the future.

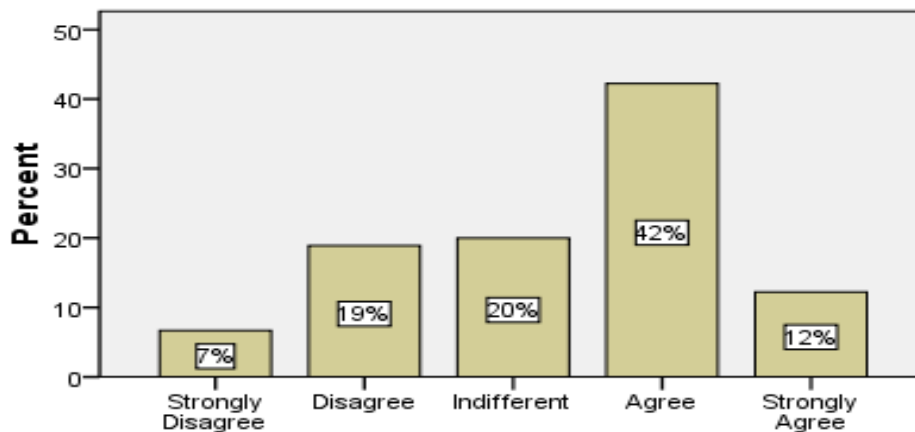


Figure 4.27: Results of Q37 I feel sense of resistance to this change among my colleagues

The respondents (54%) feel the sense of resistance to this change amongst their colleagues. There is positive correlation between Q32: People in the organisation feel

uncertain about the future and Q37: I feel a sense of resistance to this change among the colleagues (n=90, r= 0.418).

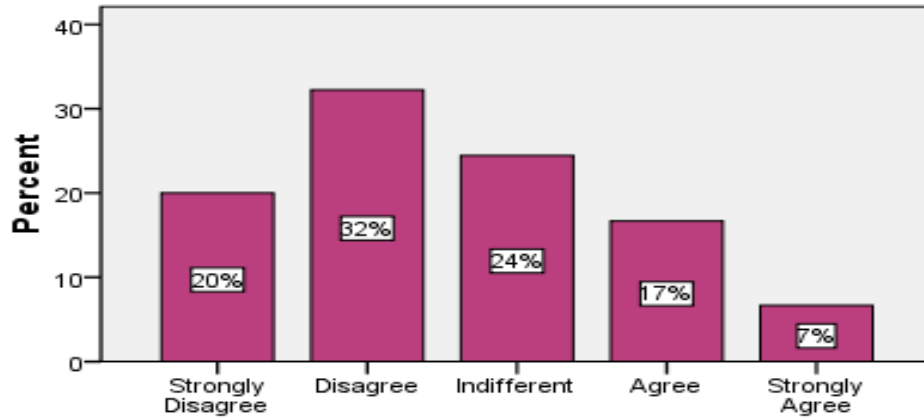


Figure 4.28: Results of Q41 I have lost some of respect from my colleagues as the change unfolds

As change unfolds, employee behaviour changes which may results in other employee being uncertain about the change and lose respect. The survey results revealed that some employees have lost some respect from their colleagues (24%) and 24% is indifferent. They may have been lost of respect amongst colleagues (24%) however; there is still trust in the top management (68%). There is positive correlation between Q10: I trust the top management and Q41: I have lost some respect from my colleagues as the change unfolds. (N=89, r= 0.426)

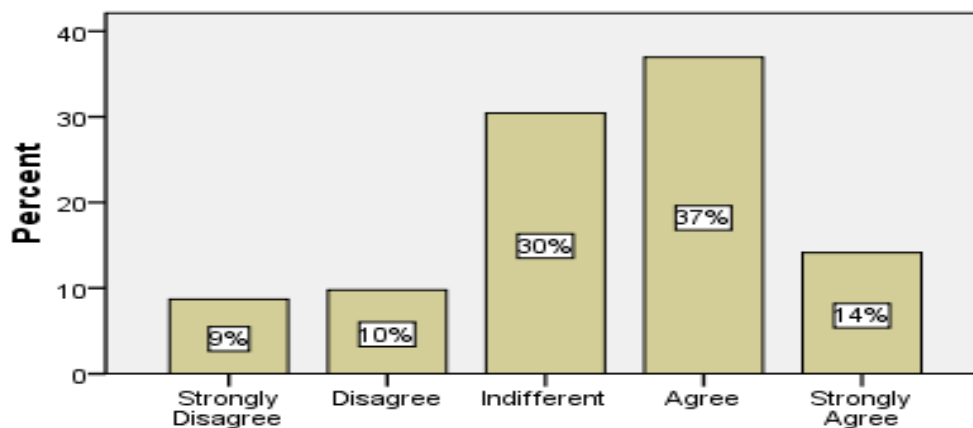


Figure 4.29: Results of Q43 My colleagues support this change

Though survey respondents feel the sense of resistance amongst their colleagues, they also believe that their colleagues support the change. Therefore, there is negative weak correlation between Q37: I feel a sense of resistance to this change among my colleagues and Q43: My colleagues support this change (N=89, $r = -0.092$)

4.5 Summary

In summary, this chapter presented result of the survey and explanation of the results, which was elaborated upon. The relationships between the control variables (demographics) and dependent as well independent variables were examined using the central tendencies, regression and correlation relationship. Data was presented in graphs, tables etc and Inferences were made. Based on data presented in this chapter there were existing relationships (some significant and others were not significant) between demographics and attitudinal responses (resist and or support for change) towards change as well as perceptive related issues i.e. perceived organization support, perceived participation, trust in management etc. The data presented in the current chapter and is discussed further in the next chapter in detail with relation to literature and study previously conducted.

CHAPTER FIVE

Discussion of Findings

5.1 Introduction

The chapter intended to discuss the presented results in chapter 4 and discuss the major findings of the study. The aim of the study was to gain insight of how employees had perceived the change i.e. resisting or support for the change implemented by the Bevco. The analysis of the results was conducted using statistical central tendencies and Pearson correlation relationship. The study findings were discussed based on relationships, tendencies and associations between demographics, dependent variables (reaction i.e. resisting and support for change) include the independent variables (perceived organisational support, perceived participation in a decision-making process, perceived need for change, attitude towards organisational change, fear of unknown consequence of change, trust in management and colleagues' reactions to change).

5.2 Demographic Effect on Employee's Reaction towards Change

The company had more male respondents compared to females. Most respondents were factory employees at 80% and this was in line with the fact that the study was conducted in a manufacturing facility. The respondents held different positions within the organisation and just below half of the respondents were bargaining employees (unionised). More than 60% of the employees were younger than 39 years of age in the company. For a factory with younger employees, it was worth noting that more employees (above 50%) had a service year above 6yrs. The research study finding revealed that between gender and attitudinal response which resisting change (opposing), there was no association. However a study conducted by Avey, Wernsing and Luthans (2008) stated that women tend to more resistant towards change than men. There was an association with tenure against opposing change. It was evident from the survey results that revealed that employee with less than 2 years and more than 10years were convinced by reasons for changes in comparison to those employees between 2-10 years. Employees with less than 2 years have less experience for the business dynamics, more than 10 years are mainly loyal, and the rest of

employees are a combination of experience and loyalty thus need facts to be presented to them to enable them with a better understanding of what the future holds. Job tenure had an impact on perception or attitude towards change in the organisation, the more years an employee work for an organisation, the more loyal they become, the more willing they will be to support change, this finding supported the literature by Jones, Watson, Hobman, Bordia, Gallois and Callan (2008).

Likewise, the age of employees play a role in perceptions about change, as elderly employees tend to trust management as they have worked in the organisation for a long time and the organisation had been looking after them over the years, this finding concurred with a study by Burke, Lake and Paine (2009). Therefore long serving employees tend to be more experienced in terms of organisation processes, which was normally a concern for management when restructuring as skills may be lost the same applied it was for Bevco. Management understood that along with long serving employees in the organisation, the more loyal they become, organisation commitment was key. Employees developed organisation commitment with long job tenure, the relationship was because employees had invested part of their life in time and effort into the organisation. If the organisation's management had shown that they value employees, the employees would ultimately believe that the organisation would make the change a success.

5.3 Perceptions and or Attitudes Influencing Employee's Resistance toward Organisational Change

This section discussed the research findings relating to employees resisting change and attitude or perceptions towards change (attitude towards change, perceived organisational support, perceived participation in a decision-making process, attitudinal response - fear of unknown consequence of change and colleagues' reactions to change).

5.3.1 Attitude and or Perceptions towards Organisational Change

This research study assessed the attitude and or perceptions of employee of this organisation and results were discussed further from survey questions that determines resistance, and support for changes. When change was implemented, people can react positively or negatively towards change implementation, negative reaction is associated with resistance and positive reaction is associated with support for change. Jones, Watson, Hobman, Bordia, Gallois and Callan (2008) study emphasised that positive attitude towards the change by participants, indicated problematic nature of achieving effective communication as well as conflict and negative attitude to the change. During the change process, executives have a key leadership role to reduce the impact of change to management and non-managerial staff

It was evident that in a Beverage company changes that were implemented had resulted in some of employees opposing the change and some who believe that they were not part of the change. Employees in both bargaining (unionized) and Non-Bargaining (non-unionized) were mainly from factory, for bargaining employees management discusses issues with union and then union filter information to its members. This could be one of the reasons that employees develop resistance to change as they may have more questions that could not be answered by their own union leaders or merely misunderstanding management's or business's intentions. Jones, Watson, Hobman, Bordia, Gallois and Callan (2008) study mentioned that it is unavoidable to have negative attitude and perception of the change regardless whether process encourages employee involvement and participation.

5.3.2 Perceived Organisation Support

Different organizational roles contribute differently in an organization whilst working in synergy towards the success of the organization. Employees tend to be more loyal to the employer that values their contribution to the success of the firm, hence most likely to stay longer in the firm when their contribution is valued. There was an insignificant number of respondents that felt their contribution was not valued especially with shorter years of

service. Therefore, statistics inference that there was an association between tenure and the organization values my contribution to its well-being ($P=0.069$). These employees are most likely to resist the change and would not commit to organisation. Thus may result in high staff turnover. The survey results though not significant but it certainly does prove that most employees prefer to work for the employer that values their contribution and this is important during the change process as it could be determining factor between support and resisting of change. Organizations need to review and strengthen employer/employee relationship, this will ensure that employee commit and stay within organization and may results in high productivity as they will retain the skilled and talented employees.

There is subtle negative relationship between perceived organisation support and support for change because when the results indicate that some employees are not supportive of changes. The survey results had proven to be contrary to that of research conducted by Vithessonthi (2005) where it suggested that perceived organization support might be deemed as positively correlated with support for change and negatively correlated with resistance to change. This could be industry based as there is differences between industries, occupation (management, bargaining to non-bargaining unit).

5.3.3 Perceived Participation in decision making

Two-way communication is important to avoid misunderstanding thus continuous communication has an important role in managing change including employee buying into something different from status quo. The survey participants' results revealed that there is almost an equal split from employees that were of opinion that there was a two-way communication in decision making and others not. There was a reason number of employees (48%) did not concur that there was two-way communication in decision-making process; it could means that top management unilaterally made a decision pertaining to change implemented. It is top managements function to ensure that strategic and tactical decision are communicated to employee and this will enable the alignment to operational level.

The study finding suggested that employees believed that management would ignore their complaints, this is possible when employees and management do not agree on issues, employees may perceive that as being ignored. Also in a manufacturing environment, it may not be always practical in a manufacturing environment to involve everyone as well as to satisfy both organisation and employees needs thus would lead to having negative results when related to organisation ignored complaints from employees. This confirms the study conducted by Locke, Frederick, Lee and Bobko (1984) suggested that in production setting the participation in decision making was less effective. Beverage respondents feels that they did not have enough information before change was rolled out, however they are satisfied with way they express own views, though organisation would ignore any complaints from them.

5.3.4 Perceived Need for Change

Change is part of life and necessary for sustainability and majority of employees (84%) agreed that making changes is important for any organization. It is evident that employees understand that the changes in business are necessary from time to time. The study revealed that management and employees differed on the necessity of the change even though change is part of life and inevitable

There was significant respondents that argued the need to make this change. This survey was conducted to assess whether employees understands the need for organisation to embark on organizational change thus this was not confirmed though the need for change response were not positive and large number of employees argued the need for change but they still support the decision to make change. Information about the change may have not been forthcoming as respondents would need however when change was rolled out they understood how it was done. The employees arguing the need for this change thus resulting in responses to correlate negative with support for change and correlate positive with resistance. This research supported the study conducted by Patel (2018) revealed that most employees were satisfied that change may cause uncertainty about their work role in the organisation as well as they felt that change was necessary; this was due to the fact that change implication was clearly communicated by their superiors.

This indicated that the employees were not understanding need for change hence they are passively resisting change. Therefore, the study supported Kotter (1995) and Kotter and Cohen (2002) who had mentioned that communication from management tend to assist employees with an understanding the situation the organization is faced with as well as understanding the need for the organizational change, which in turn facilitate the process of change and results in employee resistance to change being reduced.

Supporting the decision for change may not necessary mean that the need for this change is understood correctly thus management had challenge when conveying reasons for change at different levels in organization especially in a manufacturing environment due to its dynamic that include employees at bargaining levels to management. The communication for need to change need to be conveyed in strategic level, tactical level eventually operational level without creating room for perceptions and misconstrue of information.

There is a common believe that knowledge is power. If organisation provided information that is factual, clear and empathetic with coping abilities of employees, this will improve the productivity and employees will tend to be less resistant to change. Employees lacking understanding need for change and had not partaken in decision making of change will be dissatisfied and disgruntled and the response will be of resistance to change. As observed from results some employees were openly resisting and other were passive, more common in SA disgruntled employees protest and make it known that they are disgruntled especially in a unionized environment, thus Bringselius (2014) concurred that emotions are bases for employee's object change thus resulting managers easily legitimise or ignore those emotions. Employees do not necessary had to agree with organisational change but there was a need to understand the reasons for change. Management had to ensure that there was right balance of information shared and no information overload as this could result in employees being overwhelmed and became sceptical about change. Waddell, Cumming and Worley, (2011) stated that employees stand up to change when they are not certain about it outcome. There effective strategy during the implementation of organisation

change is to ensure that proper communication about the change process is executed and involve employee engagement in the process. Organisation communication process is a major way to ensure an effective change execution process thus effective change management results in high organisational commitment as the need for change is understood (Waddell, Cumming and Worley, 2011).

5.3.5 Attitudinal Response: Fear of Unknown Consequence

There are different emotions that people go through when there is a change; fear was amongst other emotions therefore this survey revealed that at least 48% of participants are generally sceptic about the benefit of the organizational change. It was worth noting that survey question was not about being sceptical about organisation however, the benefit of the organizational change hence some people support change when they stand to benefit personally. Leaders must consider how people are affected personally by change process however; the author Galvin (2003) stated that change requires people to do what they have not done previously. During the change, people are the most critical resource and they can be supporter, barrier and risk when managing change where uncertainty can provoke strong emotions (Friedmann, 2012).

Change make most people uneasy due fear of known or unknown consequences, statistically there was association between age and being not afraid of the unknown consequences of this change ($p=0.04$). The young employees (20-29 years) respondents were the least to be without fear of unknown compared to the older group of respondents. Due to social dynamics, the inference can be made that those with 30-39 years of age needs security and anything that differs to what they knew may have resulted in fear for their job security. Thus supported by Kaushik (2015) who indicated that some of the change program succeeded while others failed because employee resisted organisation change due to fear of losing jobs, distress/anger when it is not properly managed.

There was a positive correlation between being sceptical about the benefit for organisation and being afraid of the unknown consequence of this change. The literature in

organizational behaviour in fear is still lacking, however amongst five reasons for people resisting change are fear, vested interest, misunderstanding, and different assessment of the situation and inter-organizational agreements (Hellgriegel, Jackson, Slocum, Staude and Associates, 2001).

Inference can be made to the fact that at least 62% really believe that they are part of change and there was a negative weak correlation between being part of the change and not part of the change. In summary, this research study had assessed the employee's attitude towards change such acceptance of change, ignoring change, resisting change. It is evident that some of employees are sceptical about the benefit of the change (48%), this result in them being afraid of the unknown consequences (52%) as they feel that the change results are unpredictable (51%). Thus, this type resistance to change is associated with low levels hence passive in nature. Management had a vital role in creative environment that it conducive for creating a positive attitude thereby reducing the negative known and unknown consequences prior to implementation of change. This research finding was that when employee are with the fear of the unknown consequences, they would resist the change; this finding supported the study by Vithessonthi (2005).

5.3.6 Colleagues Reaction to Change

There are different types of people in the organization and their behaviour differs, some they are decisive, indecisive, those who lead others follows. People within teams form organization and if the people are uncertain about the future they will tend to resist the change and the beverage manufacturing firm was no different as most respondents (51%) felt that other people are uncertain about the future. The respondents felt the sense of resistance to this change amongst their colleagues. There is positive correlation between people in the organization feel uncertain about the future and feeling a sense of resistance to this change among the colleagues.

As change unfolds, employee behaviour changes which may result in other employees being uncertain about the change and ultimately lose respect. The survey finding revealed that some employees have lost some respect from their colleagues however there was still trust in the top management. Though survey respondents felt the sense of resistance amongst their colleagues thus, there was a negative weak correlation between feeling a sense of resistance to this change among my colleagues and colleagues supporting this change. The study by Baker, Van Emmerik and Euwema (2006) asserted that employee engagement had an impact on other team member's motivation and emotions, which can positively influence organisational change. This is contrary to the Bevcos respondents as some colleagues supported change though some felt that their colleagues were resisting the change and the study revealed a negative correlation relationship.

5.4 Perceptions and or Attitudes Influencing Employee's Support for Organisational Change

The research findings discussed in this section relate to employees supporting change and attitude or perceptions towards change such as behavioral attitude towards change, perceived organizational support, perceived participation in a decision-making process, attitudinal response - fear of unknown consequence of change and trust in management.

5.4.1 Attitude and or Perceptions towards Organisational Change

The study finding revealed that there were some employees that resisted change however most employees supported the change that was implemented by the organisation. It was evident that most respondents (78.6%) found the change to be acceptable, company should be concerned that about the respondents that opted not to respond to this question. Thus, Rafferty and Simon (2006) mentioned that an important success factor for organisational change was to boost readiness of employee by creating a positive attitude

When changes are unfolding in a firm, everyone in an organization should know how they feel about the organizational change as this opened chance to either passive resistance or passive acceptance. Therefore the study supported the theory by Jansen and Michael (2010) who believed that employees are likely to support the change that benefit both

employee and organization, similarly those who believe they will be no benefits will resist the change effort. When employees feel that some value will accrue to them, they are less likely to resist change and Armenakis et al., (1999) argued that there should be clear distinct between change that benefit employees and organization.

The study revealed that the perceived organisation change is significantly explained by perception employees have when the change was initiated. It is important how employees view change at early stages as this would assist in determining how perception about change developed over time as well as it also signified which direction will the change occur for instance supportive or resistance. According to Vithessonthi (2005), the research suggest that sense of obligation may be perceived as organisational support and may be deemed positively correlated with support for change and negatively correlated with resistance for change thus supported the research conducted at the Bevco. If the management discussed change that will occur with employees, it gave perception that they also had input in the change process thereby they were less likely to resist change thus felt that they participated in decision-making process for the change. Thus supported the study conducted by Visagie and Steyn (2011) that concluded that positive attitude towards change is critical to the success of the change initiative and can prevent resistant behaviour such as hostility.

5.4.2 Perceived Organisation Support

Employees tend to be more loyal to the employer that values their contribution to the success of the firm, hence most likely to stay longer within a firm when their contribution is valued. There were significant number respondents that felt their contribution was valued especial with longer years of service. Therefore, statistics inference that there was an association between tenure and the organization values my contribution to its well-being. Employees with longer service years tend to support the change and commit to organisation thus results in low staff turnover. The survey finding proved that most employees prefer to work for the employer that values their contribution and this is important during the change process as it could be determining factor for support for

change. Aderiyi, Iyiola, Agboola, Akinbode and Epetimehin (2018) stated that organisational values are important determinant of an effective organisational change, thus employees who are valued are willing and ready to react empathically to change since trust depends on satisfying common desire. Jones, Watson, Hobman, Bordia, Gallois and Callan (2008) mentioned that values are part of organisational climate that facilitate positive response to the organisational change, which act as an organisation coping resource

5.4.3 Perceived Participation in Decision making

Two-way communication is important to avoid misunderstanding thus continuous communication has an important role in managing change including employee buying into something different from status quo. The survey participants' results revealed that there is almost an equal split from employees that were of opinion that there was a two-way communication in decision making and others not. Statistics predicted that there was an association between place of work and with two-way communication in decision-making ($p= 0.095$) as well as association between occupation and with two-way communication in decision-making ($p= 0.056$). There was a number of employees (52%) concurred that there was two-way communication in decision-making process. Employees become aware of their effort or role during the change hence they would become part of the change and reduce resistance to change. The study by Jones, Watson, Hobman, Bordia, Gallois and Callan (2008) revealed that many people including management and non-managerial staff perceived that neither amount nor type of communication is sufficient despite clear communication strategy, unlike top management (executive) that had positive perception as they have responsibility for decision-making. Perceived participation in decision-making regarding the restructuring reduced the chances of increased levels of resistance to change, this demonstrate that employees believe that to a certain degree they affect the change results of the change. Therefore, this is in agreement with participation in decision-making by Vithessonthi (2005).

On that note, the study finding supported that the employees with low level of participation in decision making regarding the change (in this instance restructuring) increased the level of supportive for change, as there was a positive correlation. Many times employees have

fears to express their opinions especially if it is negative; however, the survey respondents confirmed that they are satisfied with ways that they can express their views. This would mean that the organization had created channels for communication without causing intimidation to employee. Beverage respondents felt that they did not have enough information before change was rolled out, however they are satisfied with way they express own views. Battistelli, Montania, Odoardib, Vandenberghec and Picci (2014) stated that being aware of concerns of employee regarding change could suggest reassuring and endorsing change in the workplace has valuable means of coping with intense change related demands thus change initiative are enhance by involvement of individuals and organisation.

This research study assessed if employees employee felt that they can express their opinions, this study confirmed that employees could express view though any complains might be ignored. Therefore this study showed that there was a positive relationship between decision-making and organisation support however is was significant as per study conducted by Allen, Shore and Griffeth (2003) that revealed that there a significant positive relationship between decision making and perceived organisation support. Thus, more employees willing to support organisation change if there is open two way communication, clear direction (vision) given by management and they participate in decision making as they would understand the need for change and may eventual feel that management had prepared them for the change.

Some employees are motivate by having direct communication with management. This may lead to a perception that their input and their effort would considered, also they will be willing to express their own views and their contribution are valued then they will tend to be less resistant and be supportive. I am of opinion that management may be considering their complaints however when employees and management do not agree on issues, employees may perceive that as being ignored.

5.4.4 Attitudinal Response- Fear of Unknown Consequence

The study finding was that employees accepted the change whilst still had insecurities, which may have resulted from fear of the unknown because they viewed, change as imposed to them and had no choice but to support the change. This type of support is passive in nature; they may had not been willing to go to extent where they would strive to make the change a success. This study finding indicated that the fear of unknown consequences for restructuring increased the likelihood level of the support for change.

The survey finding indicated that some employees tend to be afraid of unknown consequence as they feel that the change results are unpredictable, regardless they did not want to withdraw their support for change and wanted part of change as they feared that if they do not they may become lose their jobs. Increased perceived need for change reduced the chance of increased levels of support for change (Passive). Amazingly, the survey results indicated that there was positive association between the perceived need for change with reaction of employees to change, thus indicated that employees tend to support the change if they perceived to understand the need for change. Thus, the study finding refuted that the article by Vikola and Nikalaou (2005) that stated that the negative reaction towards change occurred when there is an increase in pressure and stress and uncertainty. Thus, my interpretation to this was that supporting the need for change might not necessarily mean that the need for change is understood correctly. This study supported the study conducted by Vithessonthi (2005) as it revealed that the levels of resistance is reduced by positive attitude towards Organisational change, therefore lead to passive support for change.

5.4.5 Trust in Management

Trust is a positive expectation that another will not be through words, actions, or decisions opportunistically (Robbins and De Cenzo, 2003). There are five dimensions on trust, which are integrity, competence, consistency, loyalty, and openness (Robbins and Coulter, 2008). The trust in management assessed based on having a clear vision for future, whether the reasons provided by top management for this change are convincing and accountability.

Survey finding revealed that at least employees (68%) trust the top management though some were indifferent and disagreed. Since top management initiates strategic changes, support from below levels is of essence and it can be acquired when employees trust top management. Statistically, there was an association between place of work and reason provided by top management for this change that were not convincing as well as Tenure and reason provided by top management for this change are not convincing. Employees with longer years of service tend to be loyal to the organizations. However, it was evident from the survey results that employees with less than 2 years have less experience for the business dynamics and more than 10 years are mainly loyal and the rest of employees are combination of experience and loyalty thus need facts to be presented to them to enable them with better understand of what future holds. The trust that employees had for management made them support the organisation change and thus agreed with the statement by Dirks and Ferrin (2001) asserted that there is a relationship between trust in management and attitudinal outcome however, this study suggested specifically with the attitudinal outcome being support for change.

The beverage respondents believed that management accountability is dependent on management taking responsibility for their action thus employees may not necessary know exactly when management are accountable but they know that there is consequences for action or reaction. Successful organizations had clear vision for the future known to its employees, survey participants (68%) who concurred to that the organization had clear plan for future. The study results revealed that employees trust management because of the clear vision, though they were not entirely convinced by the reasons for change and feel that they are accountable. The survey finding was that there was high level of trust in top management associated with support for change thus employees deemed that management to have clear vision and the association was significant with tenure. It was surprising to note that there was a negative weak correlation between trust and perceived ability of management to provide reason that were convincing. Dordevic (2004) study mentioned that there was a correlation between employees trust in management reduced when management behaves in unethical. Thus supporting this study finding, as employees of company do not believe that management was acting irresponsible just that the reason

were not convincing. Senior and Fleming (2006) asserted that decreased trust has significant association with effectiveness, quality of organisation communication and teamwork performance.

5.5 Important Factors for Successful Change Implementation

Based on the study conducted at the Bevco, the study finding was that employees were supportive of change, it was evident from the response of 78% where they expressed that change was acceptable. This study revealed that employees were aware of their effort required to make the change a success and employee concurred that making changes periodically is important in an organisation. Such results was achievable by communication from top management to employees thus; Rafferty and Simon (2006) concurred that communication boost readiness for change thereby creating a positive attitude. This study finding supported literature by Management Services (2012) that indicated that when embarking on change, good communication is required as it motivate and guides employees as well as concurring. The study supported Kotter (1995) and Kotter and Cohen (2002) who mentioned that communication from management tend to assist employees with an understanding of the situation that the organization faced as well as understanding the need for the organizational change, which in turn facilitate the process of change and results in employee resistance to change reduced. Thus, study indicated that communication is a key factor to a successful change implementation.

The study finding was that leaders are decision makers as change are mainly driven top-down, thus based on what and how the communication is conducted that employees trusted the leaders and believed that they had a clear vision and were accountable. This concurred with Quinn (2013) that leaders are accountable for the decision they make and their main task is to share vision, resources commitment and demonstrate leadership through communication and participation. Therefore, management must have a clear vision for the future and in addition demonstrate their leadership role by ensuring participation. The study finding suggested that employees had fear of the unknown; Elving and Bennebroek-Gravenhorst (2009) mentioned that employees uncertainty was reduced by effective

communication thus results in employees having a will to accept change. Study suggested that leadership and vision sharing are key to successful change.

The study revealed that it is not always possible to have participative decision making when restructuring thus this resulted in some employees resisting the change. Employees in both bargaining (unionized) and Non-Bargaining (non-unionized) were mainly from factory, for bargaining employees management discuss issues with union and then union filter information to its members. This could be one of the reasons that employees develop resistance to change as they may have more questions that could not be answered by their own union leaders or merely misunderstanding management's or business's intentions. The manufacturing structure does not always allow direct communication and involvement in strategic decision making thus beverage manufacturing company participative decision making and involvement failed. This finding is an indicator that participative decision making and stakeholder involvement is a key factor to a successful change thus Vithessonthi (2005) believed that participative decision-making had an effect on reducing employees resisting change and on affecting the change results. In addition, Quinn (2013) indicated that a leader must have a clear mandate when communicating as this had an impact on employees' reaction towards change. Visagie and Steyn (2011) agreed that employees who trust management tend to have a high level of change confidence. Therefore, the study concurred that key factors for successful change are leadership, participation, communication, expressing new ideas, vision sharing, organisation commitment, mutual respect and trust and accountability.

5.6 Summary

The research study revealed that between gender and attitudinal response which resists change (opposing), there was no association. However, the age of employees plays a role in perceptions about change, as elderly employees tend to trust management. Employees who developed organisation commitment with long job tenure, the relationship was because employees had invested part of their life in time and effort in the organisation.

The organisation employees arguing the need for this change thus resulting in responses to correlate negative with support for change and correlate positive with resistance. The study supported that the employees with low level of participation in decision making regarding the change (in this instance restructuring) increased the level of supportive for change. Some employees that resisted change, most employees supported the change that the company implemented and most respondents found the change to be acceptable.

Supporting the decision for change may not necessary mean that the need for this change is understood correctly thus management had challenge when conveying reasons for change at different levels in organization especially in a manufacturing environment due to its dynamic that include employees at bargaining levels to management. The survey results indicated that there was positive association between the perceived need for change with reaction of employees to change, thus indicated that employees tend to support the change if they perceived to understand the need for change. On the contrary, the correlation relationship between perceived need for change and support for decision to make the change was marginally positive. The next chapter discusses the conclusion and recommendations of this research study.

CHAPTER SIX

Conclusion and Recommendations

6.1 Introduction

This chapter draws conclusions and makes recommendations based on the research conducted on perceptions of employees towards change in a beverage-manufacturing firm. The conclusions on the research problem are drawn; implications of the study discussed; recommendations for the research problem, as well as future studies are discussed below.

6.2 Has the problem been solved?

The research study aimed at gaining insight into how employees' perceptions influenced employees' reaction towards change (i.e. resisting or supporting change and its implementation) as well as determining the relationship between demographics and employees reaction toward organizational change in a beverage manufacturing company in Durban (South Africa). The research study intended to unfold the employee perceptions and/or attitudes that influence employees' resisting and/or supporting the change in Bevco, as well as the influence of the critical success factors. The main research question for the study was to determine the perceptions and/or attitudes that influence employee resistance and or support for change in a beverage-manufacturing firm in Durban, South Africa. Organisations are sensitive to their environment and the study findings indicated that the uncertainty about future and unpredictable results might influence some employees to resist change.

The relationship between demographics and reactions of employees was explored. Age, Gender and place of work were not associated with how employees may react towards change. However, tenure had an effect on how employees perceived change. Thus, longer serving employees tend to be more loyal, and trusting of management due to relationship that they had over the years. They were willing to support change. This finding supported the literature by Jones, Watson, Hobman, Bordia, Gallois and Callan (2008). It was worth noting that occupations had an association with employees tending to resist change.

The study findings indicated that a perceived need for change influences the employees' reaction toward change as employees support the change if they deemed to understand the need for change. On the contrary, the study findings indicated that employees were supportive of change because they support decisions to make change and understand the perceived need for change. Therefore, the perceived need for change and support of the change decision are attitudes that influence the support for change. Based on this study finding, the perception that influenced support for change was open communication that was evident when employees clearly expressed their satisfaction with communication and participation, as they confidently stated that the organisation would consider their views.

The study finding successfully revealed perceptions that influence resistance, i.e. were management's reason for the change were not convincing which resulted in fear of the unknown, though it was not significant. This study indicated that uncertainty about the future is one of the reasons some employees resisted change. It was also noticeable, in how employees felt about their colleagues. Employees arguing the need for this change thus resulted in responses correlating negatively with support for change and correlating positively with resistance. This research supported the study conducted by Patel (2018) revealed that most employees were satisfied that change may cause uncertainty about their work role in the organisation, as well as they felt that change was necessary; due to the fact that change implications were clearly communicated by their superiors.

This research study suggested that during change, communication is important. When management shared the vision; employees become less resistant to change. There are therefore key factors for the successful implementation of change. Employee/ stakeholder involvement plays a vital role as employees felt that they were part of the decisions made by the organisation. Therefore, the study indicated that key factors for successful change were leadership, participation, communication, expressing new ideas, vision sharing, organisational commitment, mutual respect and trust and accountability. The beverage-manufacturing firm in Durban certainly understood some of the critical success factors for

change management. However, some were not effectively managed i.e. participative decision-making.

6.3 Implications of this Research

The study about attitude and/or perceptions verified the prediction that employees reactions to change were either resistance to change or supports of change, others were indifferent. This is an indication that people are not always sensible when making decisions. It was worth noting that what seems practical to management may not be practical for employees, thus employees might consider decisions oblivious and unacceptable. This is valuable for organisations and employees so that logical decisions may unlikely be acknowledged when determining employee reactions towards change. This is due to employees using perceptions and other chains of thought when reacting to change. The common sense belief that fear of unknown consequence will increase the employees resistance was proven to be correct, as per studies conducted by Morris and Raben (1995).

6.4 Recommendations to solve the research problem

The journey of change requires staff engagement and it is challenging for management in manufacturing facilities to engage directly with the workforce since the structure is such that in a unionized environment, this engagement is with union leadership. It is recommended that initial engagement is done with union leadership, then directly with the workforce (since not all employees are unionized, these employee tend to feel excluded from communication and participation) so that employees get information first-hand. This will award employees the chance to voice their opinions, suggestions and satisfaction/dissatisfaction directly with management prior to change implementation and thus build rapport and employees will have better understanding of management's intention and will build trust in management and their decision.

When exploring the relationship between demographics and the reaction of employees, job tenure had an effect on how employees perceived the change. Thus longer-serving employees tend to be more loyal, and trusting of management due to relationship that they

had over the years. They were willing to support change. This finding supported the literature by Jones, Watson, Hobman, Bordia, Gallois and Callan (2008). Therefore, it is recommended that when organisations initiate change process, they must use long serving employees as ambassadors of change and build rapport with management and other employees.

A perceived need for change influences employee reactions toward change. Employees support the change as they deemed to understand the need for changed. It is recommended that open communication is practiced effectively and to allow a feedback mechanism to ensure employees can clearly express their satisfaction with communication and participation, as they confidently stated that the organisation would consider their views. This will ultimately give assurance and endorse change in the workplace as valuable means of coping with intense change related demands. Thus, change initiatives are enhanced by the involvement of individuals and organisations (Battistelli, Montania, Odoardib, Vandenberghec and Picci, 2014)

Perceptions that influence resistance were that management's reason for the change were not convincing, which resulted in the fear of the unknown. This research supported the study conducted by Patel (2018) which revealed that most employees were satisfied that change may cause uncertainty about their work role in the organisation. It is recommended that when communicating the change and its process, management are to consider sharing consequences in order to reduce the uncertainty from employees.

The study indicated that key factors for successful change were considered. There is an understanding of some of the critical success factors for change management. However, some were not effectively managed i.e. participative decision-making. Based on the change implemented by the organisation, employee engagement was more suitable than participative decision making since there were retrenchments.

It is also important the management do not only focus on implementation and execution of change, but also consider offering employees means of dealing with change. The

recommendation is that the change implementation and execution is done promptly and swiftly after communication and it is not extended unnecessarily as this may result in people being unsure of what would happen next and when. Once the change is implemented and the process is complete, this should be communicated as such as the employees would know that the worst is over and they would be at ease with the change and become more productive without any fear.

6.5 Suggestions for Future Studies

The study focused on a population in one factory. However, it was not exhaustively heterogeneous, as the majority of employees were from a similar racial group and similar education background in the firm. There were differences in ages, years of service and positions in the company (specific site). Since the changes in the firm initiated from the corporate level and had impact on multiple manufacturing facilities and corporate levels, which had different racial group, different thinking process and educational background as well as diverse income levels, it would make an interesting study to look into such diversity. The current study viewed fear of the unknown consequences of change. However; it did not focus extensively on fears of known consequences. It would be worth assessing the impact that the fear of known and unknown consequences would have on reaction towards change across all business levels (such as corporate/strategic, tactical and operational level) in South Africa.

6.6 Summary

Often organizational management are blamed for focusing on the organizational needs and disregarding the employees' ability to adapt. This research study successfully confirmed that during change, communication is important. When management shared a vision employees are less resistant to changes. Employee involvement plays a vital role as employees felt that they were part of the decisions made by the organization. The study successfully viewed the different variables that are associated with support for change as well as resisting change and how they associate with each other. The study successfully identified that tenure had an effect on how employees perceived the change, noting that

the occupation had an association with employees tending to resist change. However, age, gender and place were not associated with how employees may react towards change. The recommendation is that the change implementation and execution are done promptly and swiftly after communication and it is not extended unnecessarily as this may results in people being unsure of what would happen next and when. The current study viewed fear of unknown consequence of change. However, it did not focus extensively on fears of known consequences. Thus, it would be worth assessing the impact that the fear of known and unknown consequences would have on reaction towards change for future study.

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Appendix A Survey Questionnaire

Q1 Are you a male or female?

Male

Female

Q2 How old are you?

19 years old or younger

20 - 29 years old

30 - 39 years old

40 - 49 years old

50 - 59 years old

60 years old

Q3 Where do you work?

Administration

Factory

Q4 What is my role

Site management

First Line Management (Supervisors)

Specialists

Non Bargaining (Salaried)

Bargaining (Wages)

- Q5 How long have you worked for your organisation
- Less than 2 years
- Between two and five years
- Between six and ten years
- More than ten years

1 2 3 4 5

Strongly Disagree Disagree Neither agree nor Disagree (Indifferent) Agree Strongly Agree

- | | | 1 | 2 | 3 | 4 | 5 |
|-----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Q6 | I full cooperate with the organisation on this change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q7 | This change is acceptable to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q8 | I am opposing or I will oppose change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q9 | In general, I am sceptical about the benefit of the organisation change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q10 | I trust the top management. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q11 | Reason provided by top management for this change are not convincing. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q12 | Making some changes from time to time is important for any organisation. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q13 | I am part of the change | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q14 | I feel that management were accountable. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q15 | I am accountable for making the change a success. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q16 | I am not part of the change | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q17 | I was informed of my effort towards organizational changes. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- Q18 I had continuous feedback of my performance against set targets.
- Q19 I fully understand how changes were made.
- Q20 The change had benefited me personally.
- Q20
a How has the change benefited you?
-
-
-

- Q21 I am not afraid of the unknown consequences of this change.
- Q22 I was ready for the change.
- Q23 The organisation would ignore any complaint from me.
- Q24 Management had prepared me for the change.
- Q25 There is a two-way communication in decision-making process.
- Q26 I did not need anyone to prepare me for the change.
- Q27 I prefer this organisation to others because of its values.
- Q28 I am arguing the need to make this change.
- Q29 I will work hard to make this change successful.
- Q30 There is a two-way communication in decision-making process.
- Q31 There is clear plan (vision) for the future.
- Q32 People in the organisation feel uncertain about the future.
- Q33 The results of this change are unpredictable.
- Q34 I had enough information about the change before it occurred.

Q35 What information would you have wanted?

- | | | | | | | |
|-----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Q37 | I feel a sense of resistance to this change among my colleagues. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q38 | The organisation values my contribution to its well-being. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q39 | I am satisfied with the ways I can express my views. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q40 | I support the decision to make this change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q41 | I have lost some respect from my colleagues as the change unfolds. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q42 | I withdraw my support for this change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q43 | My colleagues support this change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q44 | This change empowers me to do my job. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q45 | I have embraced this change warmly. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Appendix B Ethical Clearance



29 January 2020

Mrs Fikisiwe B Chilliza (211516131)
Graduate School of Business & Leadership
Westville Campus

Dear Mrs Chilliza,

Protocol reference number: HSS/1404/013M
New Project title: Perceptions of employees on organizational change in a beverage company (BevCo)

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 24 January 2020 has now been approved as follows:

- Change in title

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

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

Best wishes for the successful completion of your research protocol.

Yours faithfully

Dr Shamila Naidoo (Chair)

/dd

cc Supervisor: Christopher Chikandiwa
cc Acting Academic Leader Research: Dr Emmanuel Mutambara
cc School Administrator: Ms Zarina Bullyraj



Humanities & Social Sciences Research Ethics Committee





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Appendix C Turnitin Summary

Perception of employees towards change

ORIGINALITY REPORT

10%	7%	0%	8%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	verdi.unisg.ch Internet Source	4%
2	researchspace.ukzn.ac.za Internet Source	1%
3	Submitted to University of KwaZulu-Natal Student Paper	1%
4	Submitted to Anglia Ruskin University Student Paper	<1%
5	Submitted to Mancosa Student Paper	<1%
6	Submitted to University of Johannesburg Student Paper	<1%
7	Submitted to University of Leeds Student Paper	<1%
8	Submitted to Swiss Management Center Student Paper	<1%
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