



**Employee perceptions on the change of Operation Better Store to Systems
Applications Software at a chain store in Cape Town**

by

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of Technology: Business Administration in Project Management in the Faculty
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DEDICATION

This research paper is dedicated to my dear mother Nozolile Kema and aunt Nosipho Gxagisa, who both never got the opportunity to complete their high school education even though they wished to. For their resilience, respect and understanding of how education can change one's life and for teaching us the importance of love amongst siblings.

To all my nieces and nephews; the decisions, choices and habits you make today will determine your future. Choose carefully. Always dream big and know impossible is nothing.

ABSTRACT

Most organisations see it fit to either change or upgrade their operating systems to enhance employee working conditions, increase productivity, gain market share and increase profits. Even though the purpose of the change is to do good and reduce the workload, it may not always be perceived as such by employees. Change is an uncomfortable exercise and affects each employee differently. This study aims to investigate the employee perceptions on system changes. The study also aims to explore the relationship between system changes, employee morale and productivity.

Systems change in organisations is still not as smooth as it should be as sometimes change managers put more emphasis on systems rather than the people side of change. A survey was conducted by means of developing and distributing questionnaires to 100 respondents to gain more insight and to address the research questions.

The findings of the study revealed that effective and constant communication, training and early involvement of store-based users in systems change management process is more likely to yield positive employee perception, less employee anxiety and successful systems change execution. The survey conducted revealed the importance of highlighting what is in for the employees and how they will benefit from the change rather than putting more focus on profits.

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1. INTRODUCTION

Change is an act or condition through which something becomes different from its original state. Change can be inescapable as it is sometimes predisposed by natural factors. Essentially, change means the letting go of the ancient and encouraging something fresh to develop. With transformation we will notice the evolution of something totally new. We do not end up where we started. The end product is very diverse or is entirely altered from what we ignited with (Vadja, 2017). Organisational transformation is the process by which an organisation changes its structure, strategies, operational approaches, technologies, or administrative philosophy to affect revolution inside the group and the properties of these fluctuations on the organisation. Organisational transformation can be incessant or transpire for discrete epochs of time.

Normally when organisations implement an alteration whether in policy or structures, employee confrontation becomes unavoidable. While some employees may respond confidently to the alteration some may be threatened by it as they may perceive it as a threat to their livelihoods, welfare, their workplace collective engagements or their prestige in the organisation. Certain individuals might fear that their expert services might be rendered useless. When people recognize themselves as underdogs in a transformation initiative, resistance should be expected. It might be in the form of non-commitment to the objectives and the procedure to reaching them (Harvard Business School Press, 2003:74).

1.2. BACKGROUND

Extraordinary performance is the main consequence of high morale and that ought to be motive enough for the organisations to take it earnestly. Research steered in some of the world's principal employee opinion database and theoretical epicentres recommends that there is a direct link between performance and morale (Bowles & Cooper, 2009:232). According to Carnal (2007:3), what societies denote to as resistance to transformation is not habitually that but anxiety or confrontation to the unfamiliar. Opposition roots from how change itself is achieved and not from

adjustment as such. The eventual result of transformation is acceptance of it. After some conflict, the status quo ultimately returns to some degree of routine. The end result hinges on how the administration handles transformation with respect to the business's employees. An organisation that handles modification ineffectually may find that, once the opposition to change settles down, key employees have left the establishment due to the transformation (Lawrence, 2017).

Usage of the change curve when undertaking transformation management assignments meaningfully expands chances of constructive organisational change as it addresses key aspects that make transformation successful: employees. Employees are imperative stakeholders of transformation management ventures and failure to embrace them may lead to change management disappointment.

The Change Curve

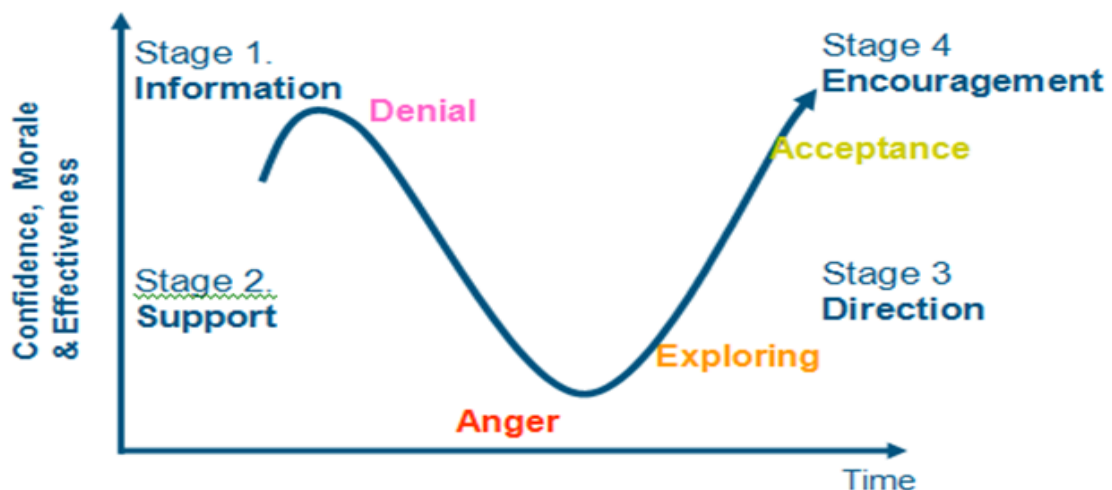


Figure 1.1: Change curve

Source: Kubler Ross: <https://www.educational-business-articles.com/change-curve/>

Denial: this phase addresses human nature to avoid change. It is inferred by an absence of recognition of any variation and refutes that there will be any effect on the individual. Personnel are of the view that nothing has changed and therefore preserve the old way of doing things. They reject to move away from following ancient processes and disdain any material that is manifest to transformation. They knowingly overlook any signs of alteration, and they assume that disregarding the signs of transformation will make them disappear (Fisher, 2012).

Anger: the second part of the change curve is a hostile response, as employees begin to perceive what is obligatory of them to make the transformation happen. Anger demonstrates itself both overtly and covertly. Acknowledging the anger is an essential part of the procedure. During this stage, it is imperative to make support available (Shoolin, 2010:286–292).

Exploration: This is a phase when employees start to transform their negativity into positivity. This phase is viewed as a movement from a perspective of danger in stage 2 which is a less dangerous situation and at the same time is the turning point for personnel to gradually ascertain the significance of transformation. This is the stage where high-ranking administration and their administrators should demonstrate support for the desirable change. Employees at this stage initiate to embrace the needed transformation. The management's role is to guarantee that adequate training, augmentation programmes, and any opportunities for individuals to acquire how to implement the transformation in an operative routine and the skills that transformation would bring should be taken into due consideration (Jalagat, 2017:1-5).

Acceptance: this is the phase when the employees start to obligate to the change. This is an enormous breakthrough, and it is vital to give unremitting feedback, acknowledgement, and recognition. This leads to transformation towards the right direction (Petersen, 2017).

1.2.1. Impact of change on employees

1.2.1.1. Change management

Change management is a logical method to dealing with the alteration of an organisation's objectives, procedures and skills. The drive of change management is to devise strategies for realizing transformation, regulating change and aiding people to acclimatise to transformation. The strategies include having an organised technique for requesting change, as well as mechanisms for reacting to demands and following up on them (Rouse, 2020). It is significant to make employees aware of what the transformation aims to achieve. It becomes even better when they comprehend the impact it will have on them. Any worker's reaction to any suggestion for transformation depends on its professed significance, integrity and likely accomplishment. When employees have a clear comprehension of what transformation aims to achieve, its

benefits to the organisation and how the transformation will impact them once it is executed, they are more likely to be open up to the notion as ambiguity is dealt with clearly (Galbraith, 2018).

The impact of transformation on employees can have elongated effects on the organisation if the variation is adverse. It is imperative for the employees and management of the organisation to share similar vision for the organisation in order for the alteration to be successful. It is the obligation of organisational leaders to converse motives for transformation and why it is appropriate. Since employees are also very imperative participants, accomplishment of modification implementation is highly reliant on their buy in (Turner(a), 2017:30). Structured change management methodology with four stages Errida and Lotfi (2020) with a 3-phases-model) connected with the Project Management Institute progression groups (PMI, 2013) are obligatory to manage a transformation effectively.

1.2.1.2. Structured change management process

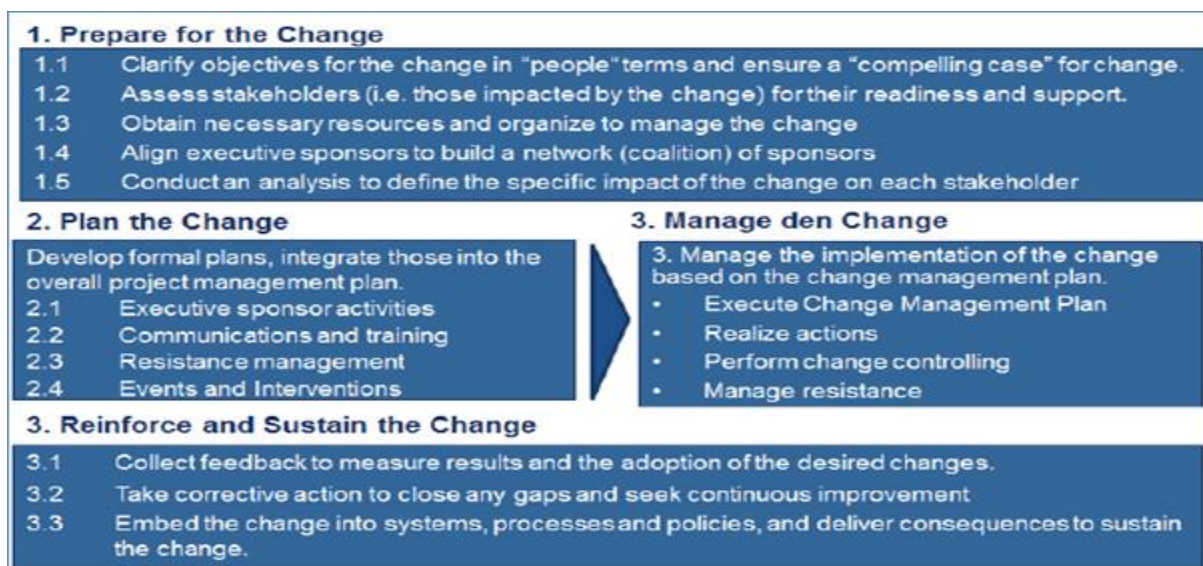


Figure 1.2: Change Management Process (Padfield, 2020)

Phase 1 – Prepare for the change

The groundwork for change puts emphasis on the following topics:

Clarify vision and objectives

The initiation of every effective transformation is a ‘compelling change story.’ This significant ‘shackling story’ breeds the nostalgia for a future situation. Without this

inspiration, it is tough to convert a system from state 'A' (today) to state 'Z' which is the objective of the transformation.

Assess stakeholders

Stakeholders are individuals or groups of entities who are affected by the transformation or are precarious to the fruitful execution of the transformation. This could be done internally or externally in the organisation. To get an improved understanding on whom to focus on, one can commence an investor valuation and direct anticipated actions to progress the level of support needed for the most significant investor clusters. An effective stakeholder management progression is composed of four phases, which should be ignited by the project manager in project instigation and should be updated frequently during the course of project implementation.

Phase 2 – Plan the change

During this phase, the focal weight lies on the improvement of official strategies (change management plan) and the incorporation of those who are into the whole project management plan. The demarcated strategy of the launch phase must be substantiated and exhaustive. The main focus of the communication proposal is the description of the prominence of adjustment and the threats in case of no change. The communications should be disseminated by diverse media.

Phase 3 – Manage the change

The third phase focuses mainly on the management of the execution of the transformation based on the demarcated change management plan.

- Implement change management plan;
- Appreciate actions;
- Perform change controlling; and
- Manage confrontation.

Phase 4 – Reinforce and sustain the modification

To safeguard a sustainable transformation, the final stage of the designed alteration management procedure deals with the duty of corroboration.

- Accumulate criticism to quantify results and the implementation of the desired modification.
- Take counteractive acts to close any openings.
- Entrench the modification into structures, procedures and policies, and convey consequences to withstand the variation.

Employee participation and perpetual communication on improvement is central to keenness to absorb, obligation, job contentment, affirmative morale which in turn yields high performance. It is therefore imperative to demonstrate encouraging energy and formulate positive interactions with employees on the ground to boost positive employee morale (Rothwell *et al.*, 2017:478). Transformation in an organisation is often linked with modification of positions too. This can simply lead to employee nervousness and scepticism. In a changing organisation, it is usually the upper management and new employees that are excited about the shifting environment. Consumers are impacted on directly as employees may spend a disproportionate amount of time dealing with disturbances in the procedures. The essential purpose of the organisation suffers as the employees take more time dealing with new ingenuities. Poor transformation management may easily push away structural issues that require attention (Abrahamson, 2004:4-5)

1.2.2. Implementation of change

1. Purpose

Management desires to delineate the purpose that the organisation is trying to achieve with the anticipated transformation programme or business alteration and help shareholders to link it to their own particular purpose, principles and objectives. This is as a result of the fact that shareholders such as employees are usually connected to your project personally and therefore are likely to be engaged with it.

2. Diagnosis

In order to prepare for the creation of the change plan, it is imperative for the organisation to do a gap analysis to observe the magnitude and complexity of the transformation. A heat map implementation will categorise who the major participants are and their level of commitment. It aids to surface some of the controls that will help

or deter the success of the transformation. A credulous affiliation with your employees empowers them to be advocates for what the enterprise is trying to accomplish – that way targeting for a win-win situation.

3. Planning

It is imperative to break down diverse streams or groups to help individuals comprehend how everything links and doing this visually helps abridge what will otherwise look very convoluted. These streams will be commissioned to your project but are always likely to include:

- People;
- Process;
- Systems; and
- ‘Business as usual’ policies – integrating this helps to accomplish and leap workload during hefty periods.

In order to observe that shareholders are aligned with the plan, it is imperative to work alongside them to put the transformation plan together. There will be diverse targets at different times, so put them into a noble chronological order. These targets need to be put in order that include key landmarks, metrics and measures of success.

4. Prepare people

Forced transformation on major stakeholders will surely fizzle out as soon as the next initiative is around the corner. Preparing people for the transformation is often an afterthought rather than an integral part of the whole change initiative. However, this is a very significant segment that is distinctive to our transformation framework, and it’s central to guarantee people are equipped before you move to execution. People accept at different intervals. It is of paramount significance to help them to identify where they are, and what could empower them to get to the next stage: see below for the classic ‘Change Curve’ to help recognise where you are and to support your group members to move through these diverse phases.

The Change Curve

The Change Curve prototype outlines the four steps that most people go through as they adjust to transformation. When variation is initially introduced, premature reaction

may be repudiation, as individuals react to challenge the status quo. This is the primary leg of the Change Curve.

The Kübler-Ross change curve

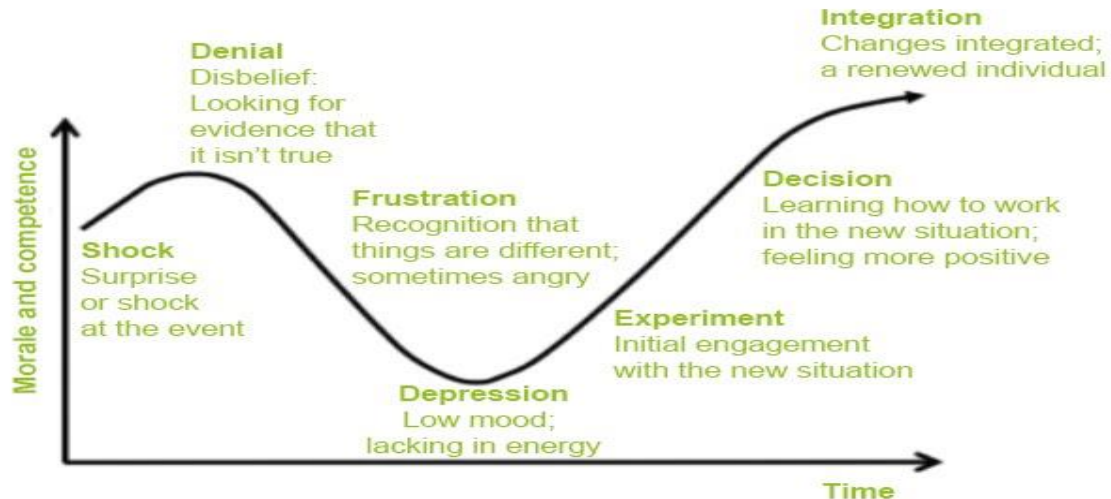


Figure 1.3: Kubler Ross Change Curve

It is crucial to recognise the sentiments that people are going through and what they are afraid of – making time to have these discussions will pay off, so exploiting the time now will haste up and smooth out the implementation phase. Many people basically dislike adjustment, obscurity, and moving out of their comfort zone. When someone feels a social threat due to transformations in their work, contemporaries or status, the hormones that are responsible for fight or flight kicks in. The **SCARF model** (Status, Certainty, Autonomy, Relatedness, and Fairness) is a valuable way of understanding people's sentiments.

1.2.2.1. Implement and learn

As soon as your people are wholly on board, management can start to devise the plan made. This is when the 'rubber hits the stamp'. As the front-runner, it is imperative that you track your metrics and milestones, and celebrate initial victories, no matter how trivial they seem.

Sustain

The decent news is that if people believe it's the right thing to do and they see others accepting the transformation, it's more likely to be sustained. Management therefore

needs to keep concentrating on presenting the metrics and accomplishment stories of shareholders. When the actuality of the transformation starts to triumph, people incline to react adversely and move to the second phase of the 'Change Curve'. They may distress the effect, feel irritated, and aggressively resist or dissent against the vicissitudes. Some will erroneously dread the adverse concerns of transformation. Some will start to observe the actual threats to their current positions. As a result, the organisation experiences interference which, if not prudently managed, can hastily twist into pandemonium.

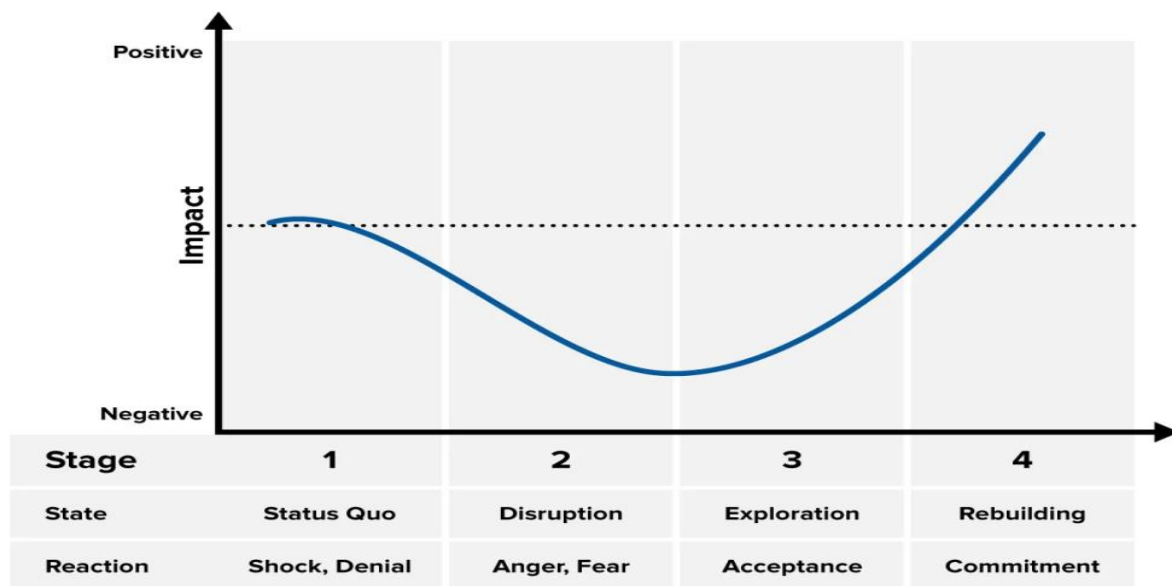


Figure 1.4: Change Curve Diagram

Kubler-Ross (2014:18) asserts that as people counterattack the transformation and persist at the second phase of the 'Change Curve', the revolution will be futile – at least for the people who retort in this way. This is usually an edgy and hostile phase. Everybody prefers to move to the third phase of the 'Change Curve', where cynicism and confrontation gives leeway to some buoyancy and reception. The author further contends that at the third phase of the 'Change Curve', individuals' sojourn concentrating on what they would have lost to the transformation that would have taken place. They begin to let go and receive the variations. They instigate trying and comprehending what the variations mean, and so acquire the genuineness of the transformation and the good things it brings, and how they have to adjust in order to familiarise. At the fourth phase, besides accepting the variations, they are also starting to embrace them: they reconstruct ways of making it work for them. It is only when

people get to this period, that the organisation can start to acquire the plunders of transformation. Having acquired knowledge of the 'Change Curve', one can plan to diminish the adverse impact of the modification and support people to familiarise to it more swiftly. The aim is to make the curve shallower and narrower, as demonstrated in Figure 1.5 below.

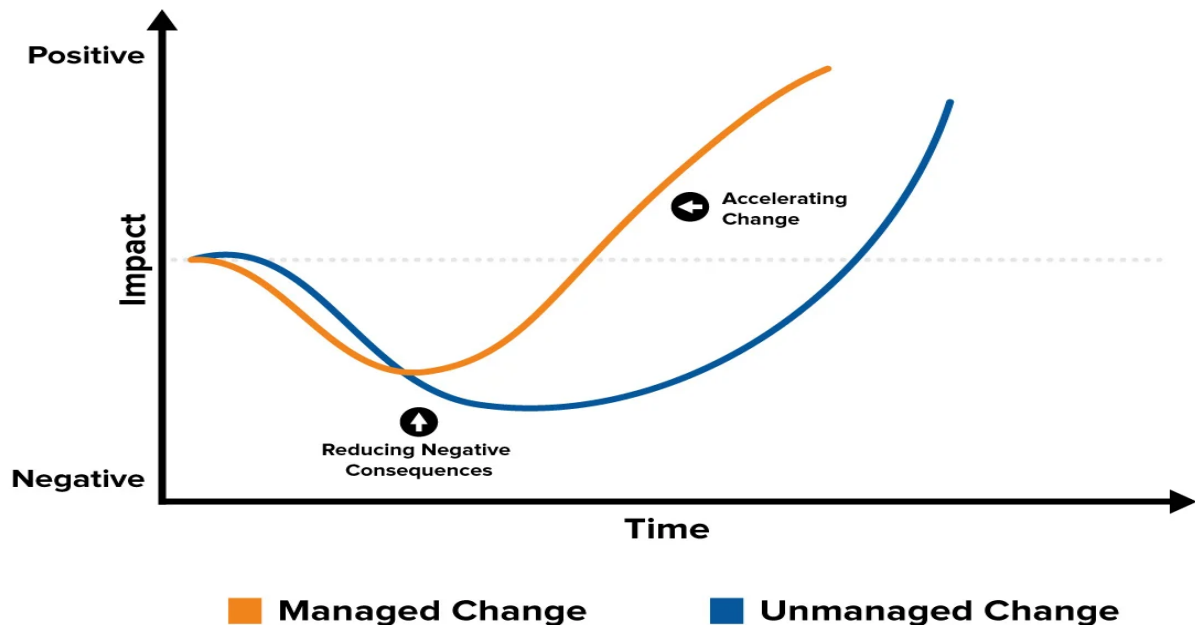


Figure 1.5: Using the Change Curve

As somebody proclaiming the transformation, one can use their acquaintance of the 'Change Curve' to give folks the material and support they require, dependent on where they are on the curve. This will help one to hasten transformation and improve its probability of accomplishment (MindTools, 2020).

1.2.3. Employee morale

Employee morale is generally defined as the outlook of employees, attitudes, emotions and their satisfaction level during their association in the workplace. This results from the working conditions that the organisation offers the employees. Good morale within an organisation may lead to positive and satisfied employees, whereas low morale mostly results in a negative employee attitude and low productivity which may fail the organisation (Hendricks & Scalia, 2016). The employee satisfaction model is known as an approach of measuring employees' satisfaction level as well as a way of developing a strategy that will boost employee morale among employees within the organisation (Chen *et al.*, 2006:484).



Figure 1.6: Employee Satisfaction Model

Source: Fosam *et al.*, 1998

While working in a conducive environment, employees believe that they can reach their career main goal or professional needs. Although, as an employer, one should have control over a large component of the employees' daily working environment. Therefore, the employer plays a bigger role as a contributor to ensure whether an employee's morale is positive or negative. As part of the environment in which employees work may have an impact on their morale including things like their manager's effectiveness, the extent to which their managers interact with them, as well as the manner in which employees interact with each other on a daily basis in the workplace. It is also the employee's responsibility to create an environment or a culture whereby these positive factors are valued. It is as simple as the rewarding and recognition of managers who strive to show their best characteristics they would want to see in their interactions with employees (Heathfield, 2019).

1.2.3.1. Importance of morale in organisations

The implementation of change within an organisation may affect the employees' morale especially when they were not consulted. During the change implementation the employees' morale is possibly affected negatively and this may arise in a need of employees' motivation to boost their self-morale. Employees' morale is also known as an action of change as employees are mostly required to equip themselves with the new change in order to participate in it as it comes. The importance of employees' morale within the workplace should not be undervalued, this factor may have a direct impact on the employees' well-being, performance, inefficiency and their quality of work.

Employees with high morale are likely to be productive, deliver better work results and are motivated to stay longer with the company. They tend to work harder even when the company is going through a crisis, to help the organisation to survive and achieve its goals. Employees with high morale always lead the organisation in low turnover rates and this may attract top talent. People look forward to work for companies that invest in the development of their employees and take care of their personal well-being in order to be effective and efficient at work. It is for this reason that most organisations should be involved in employee engagement programmes to help them improve their customer loyalty which mostly leads to an annual revenue increase. It is proven that employees who are engaged are more likely to meet customers' needs and demands, which in turn can improve the company's bottom line (Picincu, 2019).

Employee morale is an aspect that managers should not overlook in the organisation, for instance this is why it is important to focus on the bottom line in order to prioritize the sale goals. In fact, leading organisations across every industry requires a good understanding of the organisation strategy as well as meeting its objectives. On the other hand, trying to prioritize the company revenue at the cost of employee emotion will lead to negative impact on the organisational long-term future. Managers should keep a close eye on employee morale to avoid running their organisation into the ground (Elton, 2018). According to Half (2020), managers should always be aware when employee's morale is being affected negatively. Persistent negative attitude and poor work performance are signs of employees' low morale.

It is important that the organisation keeps the communication channel open with employees during the implementation and as part of its management should make the new change transparent to employees to avoid conflict. Employees mostly feel they are not considered when they are not involved in the implementation of the new change by the management. Managers should be able to communicate the new change within the organisation to the employees as well as train the employees on how they should be involved in the company's change. These types of discussions should be regularly held with employees to ensure that everyone understands as well as involves. This should be considered as an open dialogue between all levels of leadership and employees (Lavoie, 2017). Morale can also be defined as an agent that drives an organisation forward or the energy that feeds the employee's spirits

who's happy and have high working performance, thus, low morale can become something costly to any organisation (Wadesango N., 2012:361-369).

1.3. PROBLEM STATEMENT

Change within an organisation is unavoidable and this enables the organisation to remain competitive and relevant in a specific market. While implementing change in the organisation any failure to it may have a negative effect on the viability of the particular organisation. Change is not easily accepted in processes and methods. Employees are often afraid of what change within the organisation can bring to them and this may develop in them negative feelings like anxiety, demotivation and low morale. While implementing change based on operating systems, this will mainly focus on the success of the particular systems implemented, rather than how this change would have an impact on employees.

The chances of employees trying to handle change successfully are minimal. This mostly results in low employee morale, low productivity and may lead to possible loss of revenue in the organisation. The purpose of this study is to measure the extent at which the change in the implementation of a new system within an organisation may impact employee morale as well as the organisation's revenue.

1.4. RESEARCH OBJECTIVES

Primary research objectives

The main objective of this research is to explore the impact of change on employee morale based on an operating system within the retail division.

Secondary research objectives

- To determine how factors of change are related to employee morale based on implementation of the change systems at retail division.
- To ascertain the relationship between employee productivity and employee morale during the change of systems at retail division.
- To demonstrate the relationship between retail results and employee morale.

1.5. RESEARCH QUESTIONS

Primary research questions

What change impact does the implemented operating system have on employee morale and productivity at retail division in Western Cape?

Secondary research questions

- What are the factors related to employees' morale during change of systems at retail division?
- Is there any relationship between employee productivity and employee morale during the change of systems at retail division?
- Is there any relationship between retail division's results and employee morale?

1.6. REVIEW OF RELEVANT LITERATURE

According to Sylvester and Rani (2011:100), project success is always measured against a set cost, performance and the time often referred to as the 'iron triangle'. Therefore, some researchers believe that the success of a project is measured by delivering the project within the budget, at the record time and within acceptable quality as well as the obligation as communicated by the project owner/client to the project team. Furthermore, Sylvester and Rani (2011) stated that the measurement of the project success can be determined by evaluating the project team satisfaction as well as one of the clients, contractors within the technical performance, innovativeness, personal growth, project termination, and business performance. Sylvester and Rani (2011:4338) go further by saying that sometimes different inputs have different effects on the project's outcomes, and furthermore they indicate that this may bring into the structure a kind of discipline in which the project overall satisfaction within the project management iron triangle will be achieved. Any change occurred in one element of the triangle will inevitably impact others in the project team and may have a negative outcome on the project such as failure of the project, because of lack of attention to the project (Browser, 2008:85).

According to Kless (2007:109), the project triple constraint variables can also be defined as the triangle of truth and they include three (3) points of the triangle and if

ever change is made on one point of the project triple constraint variables, the other point should be modified otherwise the chain may be broken. Otherwise, such vision to the project may develop the key elements of need of good planning requirements and the implementation of effective strategies to the fundamental area of study.

1.7. RESEARCH METHODOLOGY

The research methodology is not related to the research design in terms of the purpose. However, the purpose of the research design is to answer all the research questions in a more effective way whereby the research methodology is described as a strategy used to execute a plan. Research design and methodology are different but relatively close. Bairagi and Mousami (2019:74-75) describe the research design as not a method but rather a plan used to collect data. There is no other method in which the researcher explains how data will be collected and how certain approaches will be applied to the research. This set of plans deals with different research areas which might be experimental and analytical. Different methods and approaches can be used for different types of research design. But for the purpose of this research, methods suitable to this study will be a mixed research method which includes a **Quantitative and Qualitative method** simultaneously because there are quantities to measure and qualities to describe in this study. Both correlational and observational research methods will be used. Marczyk *et al.*, (2005:4), define correlational research as the aim to establish whether there is a relationship between two variables while experimental research is being defined as a comparison of two groups on one result measurement in order to test hypothesis against the cause. The study will be carried out in two phases that is by means of a broad literature review and an empirical study.

1.8. TARGET POPULATION

Dawson (2009:49) states that a target population is the total group of people from which the sample might be drawn. Before the research can start, the target population for the research must be identified and agreed upon. The target population is defined as the entire population, or group, that a researcher is interested in conducting the research on. A sampling population will be drawn from this target population. The target population focus for the research study is based on employees Retail Division. These will include branch managers, assistant managers, stock administrators, receiving clerks and receiving administration clerks. It may be difficult sometimes to

study the entire population from the selected target population. This is why it is required to select a sample or sub-group of the population that is likely to be the representative target population of the entire population of the research study (Simply Psychology, 2019).

1.9. SAMPLING FRAMES, SAMPLING AND SAMPLE SIZE

Sampling is defined as selecting some elements of the population in order to draw conclusions on the entire population (Strydom, 2005:194; Cooper & Schindler, 2011:36; Shajani, 2015:40). In this study a minimum number of hundred (100) participants from Retail Division were selected from the population of 300 to be participants in this research study.

- Sample Size (number of stores in the division).
- Sampling Method (Branch Managers, Assistant Managers, Supervisors, Receiving Administration Clerks, Receiving Clerks).

1.10. SAMPLING TECHNIQUE

The sampling technique used in this research study is the purposive sampling, this consists of selecting the research participants based on certain characteristics. According to Creswell and Clark (2011:84), sampling technique is the process of identifying, dividing and selecting individuals or groups that are experiencing a particular problem in order to draw conclusion from the entire population. The research sample of this study includes Branch Managers, Assistant Managers, Supervisors, Receiving Administration Clerks, and Receiving Clerks at Retail division. The selected participants in this research study should fulfil the following requirements in order to take part in the study:

- Their working experience should be more than eighteen (18) months in their current position so that this may give them the opportunity to take part in the implementation process of change.
- They should have at least worked in two project departments of Retail; this will help in evaluating the impact that change can have on managers and employees in different departments and also assesses which department has a different approach toward scope changes.
- Participation to this research study is voluntary.

1.11. DATA COLLECTION & RESEARCH METHODOLOGY

Data was collected through the use of a suitable questionnaire that was designed and used as an instrument in order to collect data at Retail for this study. Collis and Hussey (2003:173) argue that a questionnaire is a series of methodically types of research questions. The way in which questionnaires are designed is to seek possible solutions to the current problem from the target participants. The designed questionnaire will be distributed to retail supermarket branches and to selected home office individuals. This will be sent via email to participants selected for the research study for the quantitative method. Interviews will be held with the sample population in supermarket stores. As part of data collection, observation will take place as well through the change procedures. The reason why store-based employees are selected in part of the study is to represent the big sample population of the entire population in this study to be interviewed.

1.12. DATA ANALYSIS

Statistical Package of the Social Science (SPSS) software will be used to analyse data for this research paper. This software package uses the organised/logical batch and non-batched statistical analysis. The chosen data analysis instrument was used in order to convert the data to graphs, charts and other formats of data that the researcher may gather. The content analysis will be used to analyse data gathered from the interview with the participants in the research study. Welman and Kruger (2002:194) argue that content analysis can be used in order to analyse the response to the open-ended questions during the interview with participants in the research study. Interviews are reported as a qualitative method (Welman & Kruger, 2002:195).

Graphic statistical and statistical implication will be used as the data analysis tool and it's important for the researcher to take note of information provided by participants. Collis and Hussey (2003:17) state that the selected methods and techniques used in the research study for data analysis determine the types of research method used - quantitative or qualitative (Fowler, 2009:145). The researcher should be aware that when data is collected by means of a survey, this data should always be interpreted into a suitable structure in order for readers and other researchers to understand. A

mixed method will be used to analyse responses gathered from the participants in this research study, and data will be analysed by means of numerical value in order to measure the importance of the given behavioural probability by the participants. There are three main structures that will be used for the actual statistical analysis, to be accurate, they are as follows:

- The data will be used to explore analysis factors in order to evaluate and classify the rationality of the contrivance measure.
- Testing the dependent measuring instruments by measuring inside constancy.
- The data found from dependent variables will be used in such a way to measure the independent variables that can be measured against each other.

1.13. RESEARCH DESIGN

The research design purpose is to create a structure that will be used as a guideline for data collection. It may also be used in measuring and analysing the data collected in order to answer the research questions (Blumberg, 2008:195). The researcher will plan the method or the way in which data collected by means of a questionnaire, analysis of records, as well as to keep observation and participation at a minimal.

1.14. SIGNIFICANCE OF THE RESEARCH

The significance of this research study is to measure the impact operating systems change may have on employee morale and productivity during the implementation software on change Operation Better store to SAP in Retail division.

1.15. ETHICAL CONSIDERATION

Before taking part in the research study, the researcher will have to consider ethical guidelines and to take into consideration the general norm recognized by the CPUT (www.cput.ac.za. 2015:2). This should include the participants' rights for human dignity, confidentiality and rights and disclosure to the information upheld by the researcher (Leedy & Ormrod, 2015:101). This study will be undertaken under some ethical consideration in regard to the respondents or participants and management who will take part in this particular research in order to ensure them that all adequate

information that will be provided to researcher will be kept confidential; and voluntary participation in the research study will be relative.

1.16. CHAPTER CLASSIFICATION

Chapter 1. This chapter includes the introduction and general orientation. It consists of the introduction, the background and the problem statement. Research objectives, research methodology & design sampling, data collection methods and analysis, including ethical considerations and the literature review.

Chapter 2: This chapter consists of the theoretical aspect and overview of change management.

Chapter 3: This chapter focuses on the theoretical aspect of how employees are affected by change in terms of performance and motivation or morale.

Chapter 4: This chapter provides a direction to the research, that it will go through, that is the roadmap of the research, research methodology, data collection, data analysis tools and techniques.

Chapter 5: This chapter focuses on Data analysis and Discussion, Data analysis process, analysis of action research, diagnosis and action plan.

Chapter 6: This chapter will present discussion and outcome of the research, intervention diagnosis, action planning, action taking and participatory observations. Conclusion and Recommendations - in this section the researcher will intend to summarise the findings based on the data that will be collected and make recommendations that could be used to elaborate proper procedures and rules to deal with change on operating systems amongst employees at Retail division.

1.17. CONCLUSION

According to Denscombe (2002:43), the research problem should always be related to the research questions in order to add knowledge to the existing research in the same field. Welman C., Kruger, F. and Mitchell, B. (2005:274), suggest that the research study should always contribute to the existing discussions in research circles as well as to add value to the existing debate. The aim of this research is to observe and evaluate the ways in which the management and staff may communicate with each other in harmony. The researcher should be able to assist management and

employees in the organisation to understand the importance of effective communication, vertical or horizontal, formal or informal. The understanding of this may result to the better way of handling change management for the forthcoming future and this gives the benefits of a performing organisation that are discussed in the background of the proposal for the research.

CHAPTER 2: CHANGE

2.1. INTRODUCTION

Change is an action or situation through which something becomes different from its original state. Change can be inevitable as it is sometimes influenced by natural factors. Essentially, change means the letting go of the old and encouraging something new to develop. Something will become something else. We do not end up where we started. The end result is very different or completely different from what we started with (Vadja, 2017). Organisational change is both the process in which an organisation changes its structure, strategies, operational methods, technologies, or organisational culture to affect change within and the effects of these changes on the organisation. Organisational change can be continuous or occur for distinct periods of time. (What Is Organisational Change? - Theory & Example).

Change can be categorized into four categories, structural change, cost change, process change, and cultural change. As the organisational structure of the company changes, structural change takes place. This change in structure is due to the merger of the company. The improvement in the organisation can be achieved by changing its long-established structure into more flexible form. This can be done by small teams. In order to improve performance and efficiency by reducing cost, cost changes are the best option. This can be done by reducing budget, reducing unnecessary activities and by shifting employees according to the need. Process changes are applied in the organisation to improve the efficiency. This change takes place in the production department where these products are formed, packed and shipped. Cultural changes are the least substantial of all the types of change.

If an organisation tries to adopt a more participative style this requires a shift in many organisational activities. Mainly the relation of employees and managers suffer with the change in culture (UK Essays, 2018). To change successfully, companies should stop changing all the time. Instead, they should intersperse major change initiatives among carefully paced periods of smaller, organic changes. By doing so, companies can manage overall change with an approach called dynamic stability. Dynamic stability has the great advantage of leaving survivors. It allows change without fatal pain (Abrahamson, 2000).

2.1.1. Negotiating skills during change

Negotiation skills include being well prepared, showing patience, maintaining integrity, avoiding the presumption of evil, controlling emotions, understanding the role of time pressures, breaking down bigger issues into smaller ones, avoiding threats and manipulative tactics, focusing first on the problem rather than on the solution, seeking for interest-based decisions, and rejecting weak solutions (Billikopf, 2007).

2.1.2. Critical mistakes in negotiating change

Shonk (2020) is of the opinion that negotiators are prone to making these negotiation mistakes if they do not plan properly:

- **Lack of preparation** - The top negotiation mistake business negotiators make is to rush into a negotiation without thoroughly preparing. Wise negotiators understand the importance of taking ample time to analyse several aspects of negotiation carefully.
- **Focus on competition rather than collaboration** - Fearful of being taken advantage of novice negotiators make ambitious, even unreasonable demands and resort to threats and other coercive tactics to try to get their way. For a more effective negotiation, the focus should be on creating and claiming value.
- **Use of aggressive behaviour** - Research shows that aggressive behaviour such as arguing, loss of temper and name calling leads to resistance in the other party. Assertiveness rather than aggression makes for a more effective outcome.
- **Falling back on cognitive shortcuts** - Negotiators rely on cognitive shortcuts, particularly when they are unprepared and short on time, psychology. They tend to be overconfident of their odds of getting their way, for instance. And they pay more attention to vivid information than to less flashy information that might have a bigger impact on their satisfaction.
- **Being emotional** - In addition to cognitive biases, negotiators are susceptible to emotional biases that can prevent them from doing their best. Of course, their emotions and those of their counterparts can provide them with valuable information about how the negotiation is going but strong emotions can also keep them from making rational decisions and lead to negotiation mistakes.

2.1.3. Common blocks inhibiting change

Allowing too much complacency - by far biggest mistake people make when trying to change organisations is to plunge ahead without establishing a high enough sense of urgency in fellow managers and employees. This error is fatal because transformation always fails to achieve its objective when complacency levels are high. Without a sense of urgency people won't give the extra effort that is always essential. They won't make any necessary sacrifices. Instead, they will cling to the status quo and resist initiatives from above. As a result, this change fail is to be executed (Kotter, 1996:4).

Nahmias *et al.* (2010) states that organisational communications are one of the factors that influence change. The authors further state that management may be very proactive about explaining the change to the organisation, or it may focus more on the tasks of the project. Whichever the case may be, organisational communications in general and specific to the project, can be influenced by the project and will also influence the extent to which the project needs to ensure the relevant people are across the project changes. The managers of the companies must respond to the changes taking place in the marketplace: new products introduced by competitors, the amplification of new products, advertising discounts to various categories of products or the improvement of services offered to customers who want to buy products or services more cheaply and better quality (Rizescu& Tileag, 2016:139). Ryan (2018) pointed out lack the of consistency as a barrier to change. The author explains that during organisational change or transition, some cognitive dissonance is inevitable. The team will experience an initial increase in their workload and painfully discover many ways in which the new way of doing things is actually more time consuming or initially cumbersome than the old one. If the gap between the perceived benefits of the change and the real work it will take to accomplish change is too long or too great, progress stalls and problems can arise. It is important to keep promises that were made to the team as they aid to generate buy-in on and maintain energy for change on behalf of the employees.

2.2. CHANGE MANAGEMENT

In IT Change management has many different guises. Project managers view change management as the process used to obtain approval for changes to the scope,

timeline, or budget of a project. Infrastructure professionals consider change management to be the process for approving, testing, and installing a new piece of equipment, a cloud instance, or a new release of an application (Perkins, 2018). Change management is a structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state, to fulfil or implement a vision and strategy. It is an organisational process aimed at empowering employees to accept and embrace changes in their current environment. There are several different streams of thought that have shaped the practice of change management (Change Management Leadership Guide, 2011:4).

Hashim (2013:686) describes change management as the process of changing the activities of the organisation as well as the implementation of the procedures and technologies to achieve the desired objective of the organisation, simply words to change the environment of the business organisation and to achieve a high profit form that changing, usually change management which includes different aspects such as control change, adaptation change and effecting change. The final goal of the change management is the long-term sustainability of the organisation. The author further elaborates that to understand organisation change we can say that when there is complete change in the present activities of the organisation, such as it may be, business process, employees change, physical environment change, recruitment and selection procedures change, culture change of the organisation, method of appraisal, training and development of the employees, it is also called trigger of change, which means to any disorganizing pressure which is arising inside and outside the organisation, indicating that the current system, procedures, arrangement of the organisation are no longer effective and it requires change in all these activities, these typically includes the following area to be thinking for change, basically it is divided into two categories one is external triggers and other is internal triggers.

2.2.1. Change management from a managers' point of view

Managers identify the need for change and design the solution for their problem. There are different factors such as time, scope and others that should be considered before making the change. It is crucial for company managers to understand and change the organisation effectively. For example, understanding the right time for change is an important issue. In the time of crises, the organisations react faster than the time of

longer strategic developments that may happen from time to time. Scope is a second important section. In this section managers have to consider the degree of change that they want to apply within their company (Belias & Koustelios 2014:459). According to (Mind Tools 2020), it is the duty of managers to ensure the following:

- **Involvement:** involving the right people in the design and implementation of changes, to make sure the right changes are made.
- **Impact:** assessing and addressing how the changes will affect people.
- **Communication:** telling everyone who's affected about the changes.
- **Readiness:** getting people ready to adapt to the changes, by ensuring they have the right information, training and help.

2.2.2. Building a resilient team

Any change driver is likely to have few people in their teams who will have all the reasons why the change will not work especially if the idea has been tried before. These people openly block change. Some people in the team may not say anything in response but their body language might indicate that they do not think it is a good idea. Others, who are positive, usually make suggestions and volunteer to get actively involved. There may be several who agree and say that they want to help but are unable to due to workload. In order to assess the influence that individuals have during change, the change agent needs to observe two sets of behaviours demonstrated by individuals. These are their attitude towards change, be it positive or negative and their drive towards activity, be it inactive or active (Kirkman B.L. and Stoverink A.C. 2021).

Change is an essential part of growth. Changing business practices is not always easy, and leaders are likely to receive pushback from employees when processes and habits are threatened. Managers and executives alike will need to work closely with their teams to build resiliency and navigate change smoothly. As the team gets used to change, and learns to trust each other through the process, it becomes easier for leaders to come up with new plans to move the company forward. Navigating change requires soft skills like communication and empathy, along with high emotional intelligence levels (Crosby 2018). The degree to which people demonstrate a positive attitude and their type and levels of activity can be translated into likely reactions to change. The following model illustrates simple behavioural patterns that can be seen in people during times of change.

Table 2.1: Characteristics Phrases (Cook & Macaulay, 2004:134)

Inaction	Action
<p>‘Yes Men’</p> <p>These people (men or women) are characterized by being positive towards change but not following this through with action. They say the right things and agree to change in principle but are inactive when it comes to actually doing something about it.</p>	<p>Change Champions</p> <p>They have a positive attitude to change and are action oriented. They are prepared to ‘give it a go’ and are realistic about obstacles they encounter and how to overcome these.</p>
<p>Victims</p> <p>This group can be described as having a negative attitude towards change and lacking drive. This inactivity, coupled with their negative approach towards new ideas, leads to inertia. Although less vocal than terrorists, they still disengage from change, everything is ‘done to them’, they do not take an active part.</p>	<p>Terrorists</p> <p>They display a negative attitude and high levels of activity. These people are vocal but what they focus on is the negative. They are keen to disassociate themselves from change and actively tell others why it will not work.</p>

Cook *et al.* (2004:136) further argue that in order to influence change effectively, change navigators need to recognize and appreciate the sources of their own and others’ power. It is crucial from the beginning for change agents to know of their own power base. Organisations have to make it a mission to appoint change agents with high power base, failure to do so often leads to them finding it difficult to influence successfully and change ending up suffering accordingly.

The table below can be used by change agents to rate themselves. Using descriptions shown, they can rate themselves and consider the degree of power they exert over others in each of the six areas. Using a scale of 1 = low to 10 = high.

Table 2.2: French and Raven Power Base Assessment

Reward power	The ability to influence behaviour by positive reinforcement and reward. Examples of this are praise, compliments and flattery, high pay increases, promotions, other forms of financial incentives, the ability to arrange desirable assignments and provide social recognition									
Coercive power	The use of threats and punishment to influence behaviour. For example, threat of loss of job or demotion.									
Legitimate power	This is power derived solely from one's position or job within the organisation. Typically, the higher one is in the organisation, the greater one's legitimate power.									
Expert power	This power base is used when other people are dependent upon one person for expert advice. This revolves around a person's technical knowledge and credibility.									
Referent power	Also known as attractive power or charisma, this behaviour is characterized by people being influenced by the high regard in which they hold the personal qualities of the influencer. The latter is well liked, and others see him or her as a role model to emulate irrespective of the person's status in the organisation.									
Information power	Access to information and the knowledge gained by possessing it is a further form of power.									
Reward power	1	2	3	4	5	6	7	8	9	10
Coercive power	1	2	3	4	5	6	7	8	9	10
Legitimate power	1	2	3	4	5	6	7	8	9	10
Expert power	1	2	3	4	5	6	7	8	9	10
Referent power	1	2	3	4	5	6	7	8	9	10
Information power	1	2	3	4	5	6	7	8	9	10

2.3. GETTING EMPLOYEES ON YOUR SIDE

Getting to know the employee's side is a big step in change management. As the degree of change increases, people who manage others, no matter what their title, are in a position to influence the process and outcomes of change. What they do and say impacts on whether others move from the comfort of the present towards a different future. Change leadership cannot only be confined to a figurehead at the top of the

organisation who drives change forward. In today's changing environment anyone who influences others has the capacity, through the active use of their intellects or types of intelligence, to become transformational leaders. According to Cook and Macaulay (2004:7), traditionally, managers have to keep the wheels turning. They have to set objectives, define procedures and monitor in order to get things done. Leaders take a more active role in change. They focus on inspiring others, setting strategies for the future, role modelling and coaching for enhanced performance. The author further argues that one of the key differences is the focus on the here and now as managers. The focus for leaders is on the future and looking for different ways of doing things. This is a proactive approach as opposed to a reactive one. Managers must also move up to become change leaders.

2.4. LEADERSHIP VERSUS MANAGEMENT

The main difference in the function of a leader and manager is their approach to direction. Leaders can change it; managers maintain it. The best way to test whether a person can lead rather than just manage is to ask him to create positive change. Managers can maintain direction, but they can't change it. To move people in a new direction, you need influence.



Figure 2.1: Venn diagram: Leadership vs Management (Cush, 2017).

Kotter (1996:25) explains that management is a set of sources that can keep a complicated system of people and technology running smoothly. The most important aspect of management includes planning, budgeting, organizing, staffing, controlling, and problem solving. Leadership is a set of processes that creates organisations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns the people with a vision and inspires them to make it happen despite the obstacles. The author further argues that there is a clear difference between management and leadership, but the question is what those differences are and how they are manifested. If there were one single, clear way to define both management and leadership, this wouldn't be an issue. However, for every organisation or leadership consultant or management specialist, there is a different definition. One thing is clear in the leadership vs management issue, though: strong leadership and strong management are necessary for excellent performance.

Das (2012:390) argues that leading a change initiative is one of the most difficult tasks a leader can face. It is a double-edged sword with many risks and opportunities. For most leaders, managing a change initiative is a crucial role, but the responsibilities can widely vary depending on what type of change will be pursued. Several research studies have also shown that transformational leadership impacts certain characteristics related to the follower such as empowerment, commitment, self-efficacy beliefs, job satisfaction, trust, and motivation. Much has been written on the difference between leadership and management and between leaders and managers. There are striking parallels between leadership and management as well as leaders and managers. However, it is clear that organisations need both leaders and managers. They need leaders with managerial capabilities and managers with leadership qualities. Therefore, it is important that organisations adopt strategies to systematically develop their professionals into managers who are effective leaders as well. These managers, in given circumstances, can then perform a leadership role. For this purpose, leadership development should be made a part of organisational strategy because it is a source of competitive advantage (Toor & Ofori, 2008:11).

2.5. IMPACT OF CHANGE ON EMPLOYEES

Employees feel reassured and are quicker to get on board when presented with a clear picture of exactly what's going to happen and when. Managers can go as far as

using a step by step list to make it clear for them. If the employees respond well to graphics, then graphics should be used. Expectations must be set by explaining the process so people can clearly see the road ahead. Concerns should be taken into consideration when deciding how to communicate change in the workplace and must be outright acknowledged too. Sometimes people just need to feel heard in times when trust is damaged, empathy and understanding are the first steps to rebuilding (Limeade Team, 2020). Employees usually find out what is happening after the decisions for change has already been made without any consultation from management. Organisations do not always share financial information or talk about poor performance issues with employees therefore, when change is needed quickly, employees may be taken by surprise (Turner (b), 2017:18).

Knowing the reasons why employees resist change in the workplace is vital to all leaders, change-makers and owners of change in every organisation. Understand why employees resist change because this will help the organisation to introduce and execute change successfully. There are a lot of reasons why employees resist change in the workplace. Unfortunately, when any change is announced, employees will not all respond to it with joy and glee. Given that change is there to stay, there's the need for leaders and organisations to know why employees resist change. Why do some employees dig in their heels and resist change at all costs (Adenle 2011). The way employees are impacted by the change depends on their current job, the extent of the change and the choices they make in response to the change. With small changes, they may not be impacted at all. With major changes, they may be doing new work, using new tools or reporting to new managers. With radical changes to the business, some employees may have to work in other departments or even move to other companies. When the change is implemented, each employee gets affected differently. In the end, how they react to the change plays an important role in how the change impacts them.

Change involves personal decisions and the actions each employee take have a direct impact on the outcome they experience. In other words, employees are in control of how they respond to change but it is the duty of the employer to make the change process smooth and less intimidating. The way the organisation views its employees and their future role in the company impacts their behaviour to change. The

employees' decisions about how to respond to change will vary as the organisation moves through the change process. When organisations are undergoing a change, this usually means that new processes, systems or skills are required. Employees' role in the changed environment may include learning new processes or acquiring new skills and some of their responsibilities may change. Hiatt (2012:35-36) is of the opinion that using the ADKAR model below may help organisations and its employees to be able to identify any barriers to change, diagnose why a change may not be working and make decisions about how to deal with the change most effectively.

Table 2.3: ADKAR model (Hiatt, 2012)

ADKAR Stage	Considerations
Awareness of the need for change	<ul style="list-style-type: none"> • What is the nature of the change? • Why is the change needed? • What is the risk of not changing?
Desire to make the change happen	<ul style="list-style-type: none"> • What's in it for me (WIIFM)? • A personal choice • A decision to engage and participate
Knowledge about how to change	<ul style="list-style-type: none"> • Understanding how to change • Training on new processes and tools • Learning new skills
Ability to implement new skills and behaviours	<p>The demonstrated capability to implement the change</p> <ul style="list-style-type: none"> • Achievement of the desired change in performance or behaviour
Reinforcement to retain the change once it is made	<ul style="list-style-type: none"> • Actions that increase the likelihood that a change will be continued • Recognition and rewards that sustain the change

2.6. THE CHANGE CURVE

Use of the change curve when undertaking change, management projects significantly improve chances of positive organisational change as it addresses main factors that make change successful: employees. Employees are important stakeholders of change management projects and failure to include them may lead to change management failure.

The Change Curve

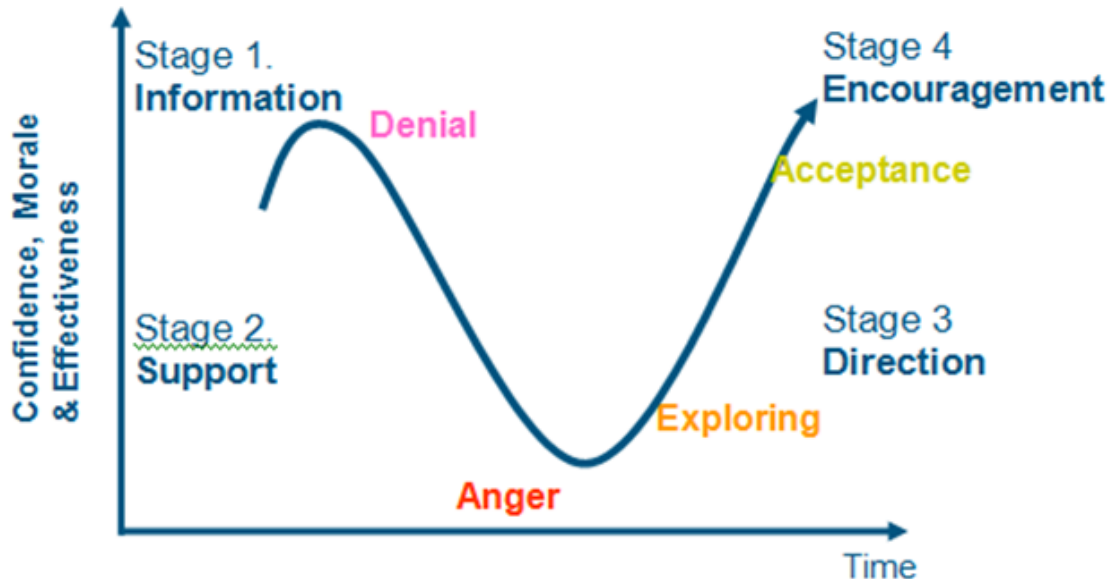


Figure 2.2: The Change Curve

Denial: At this stage the employees hope the change will vanish. They avoid anything to do with it. Managers must be prepared to do the groundwork by engaging the teams and provide a clear picture of what to do, how to do it and why it is important. Even after the groundwork has been done, there will still be employees who are in denial. The remedy here is patience, but steadily ramp up the pressure to actually change. Many organisations are extremely good at providing a façade of change without changing (Baker 2018).

Anger and depression: Anger is the next response when someone is unable to reverse the fact or reality. When someone feels powerless then he/she starts blaming others. In this situation a person tends to think why this is happening to him/her, or this is not fair. At organisations or work, after initial shock about change occurs to employees they become angry. Their resentment or anger is directed towards themselves, and it may be towards other colleagues. The employees tend to think without reason and express their frustration all the time. The management should expect this sort of behaviour from affected employees. It is just a natural response and may fade away with time. It is the management who should stay calm and communicate clearly and logically to manage this situation (Tahir 2019).

Exploration: This is a stage when employees turn their negative views into positive. This stage is considered a movement from the danger zone in stage 2 into a less danger situation or the moving out of the danger spots and at the same time the turning point for people to slowly discover the significance of change. This is the stage where senior management and their managers or leaders should show support of the needed change. Employees at this point begin to embrace the needed change. The management's role is to ensure that sufficient training, enhancement programmes, and any opportunities for individuals to learn how to implement the change in an effective manner and the experiences that change would bring should be taken in due consideration (Jalagat, 2017:1-5).

Acceptance: This is when the employees start to commit to the change. This is a big milestone, and it is important to give continuous feedback, acknowledgement, and recognition. This leads change in the right direction (Peterson, 2017).

2.7. THE SOCIAL IDENTITY APPROACH

Castillo *et al.* (2018:13-14), point out that due to the fact that organisational change takes place in a social context, social interactions play central roles in shaping the evolution of the individual through the emotional stages and must be considered when defining the model. Social interactions play key roles when coping with stress. Stress is a possible consequence of organisational change, because organisational change may generate uncertainty, and employees may feel that their needs are neglected by the organisation.

The social identity approach provides a valuable contribution to change management literature by explaining the underlining psychosocial mechanisms that influence employee's cognitions and behaviours in collaborative contexts. Understanding social identity principles and developing psychological belonging between individuals is crucial during times of change. Leaders being both decisive and flexible, open and consistent during change is helpful but not as crucial as understanding the importance of bringing people with them. The development of a team where individuals are brought together to form a collective entity is fundamental during change. The social identity approach places group processes and the connection between people at its cornerstone in understanding individual and group (Slater *et al.*, 2016:4).

2.8. WHY CHANGE

Organisations change for several different reasons, so they can either react to these reasons or be ahead of them. Low economic growth, changing global market conditions, innovation, and cost pressure lead to a complex and dynamic company environment. To be competitive companies must live and manage the constant change. There are permanent changes within a company: implementation of new strategies, organisations, systems, culture, and processes. In all of these endeavours change management is crucial for success and acceptance of the results. These reasons include:

Crisis - COVID-19 is the most intense example of a crisis which is causing countless organisations, industries such as tourism, airlines and travel, hospitality to change. The recent global crisis has created many changes in the world of business globally as organisations and economies are struggling to survive. While the effects of COVID-19 are far reaching, how they impact each industry is unique. Manufacturers are grappling with supply chain issues. Financial institutions are trying to make sense of relief provision funding in the wake of continually released guidance. Healthcare organisations are simultaneously grappling with a decrease in budgets and an increase in patients as they stand on the front lines of the pandemic (Glennon, 2020).

Performance Gaps - The organisation's goals and objectives are not being met or other organisational needs are not being satisfied. This can happen at any level of the organisation. Despite rampant advice to establish clear goals and expectations from day one, many employees feel completely left in the dark about what is and isn't okay at work. Changes are required to close these gaps (Malpass, 2018).

Mergers and Acquisitions - In mergers, two or more companies engage in some negotiation which ultimately leads to transaction. Acquisition also involves two or more companies but in acquisition the bigger company swallows the smaller company. So, merger and acquisition is the process of integrating two or more companies with different values, cultures and forces into one cohesive unit. The merger is not only seen from the financial perspectives, but it is the union of two different companies and two different cultures which is bound to bring some anomalies. During merger and acquisition, the leaders of both the companies face many challenges such as cultural management, stress management, redundancies, HR restructuring, resistance to

change, job insecurity, talent drainage, low motivation etc. All the aforementioned factors are responsible for change (Sugandh & Chandani, 2013).

Organisational Change and Development - Good planning and genuine implementation of change is something that every organisation must do to remain competitive in the ever-dynamic business environment. Unarguably, the impact of environmental dynamism accounts for most of the major causes of organisational change and development, which may either be spontaneous or is being influenced by a radical leader in his quest for better business process solutions in reaction to a competitor's actions. This paper, therefore, discusses organisational change and development in its simplest form by looking at the major causes of change, change agents, and the different approaches of change management. Incidentally, it has been discovered from the review of extant literature that rather than being a concept of its own, organisational development is one of the major approaches to managing organisational change. Therefore, this paper proposes that organisational development as a much broader concept and not just as one of the approaches to managing change and explore its various interventions mechanisms, with their relative organisational behaviour implication (Odor, 2018).

New Technology - Identification of new technology and more efficient and economical methods to perform work. An organisation might have to upgrade its software systems in order to stay competitive in the market, reduce manual intervention, reduce labour costs and ensure supply chains operate efficiently.

Reaction to Internal & External Pressure - Management and employees, particularly those in organized unions often exert pressure for change. External pressures come from many areas, including customers, competition, changing government regulations, shareholders, financial markets, and other factors in the organisation's external environment.

Change for the Sake of Change - Often an organisation will appoint a new CEO. In order to prove to the board that he is doing something, he will make changes just for their own sake.

Planned Abandonment - Changes may also be implemented as a result of abandoning declining products, markets, or subsidiaries and allocating resources to innovation and new opportunities. Retailers have been popular for selling Christmas

stamps and physical gift vouchers as a means of savings to its customers. Upon realisation of how sophisticated the market has become, they introduced gift cards that customers may purchase and simply load any amount of money (Swaim, 2014).

2.9. SUCCESS FACTORS OF CHANGE MANAGEMENT

Resistance to Change - Resistance to change is an important aspect to consider when analysing critical success factors of change management. In general, change projects attract some kind of resistance. Conflicts, disagreement and struggles concerning the desired future state are common within organisations or in the companies' business environments. Therefore, managing and leading change implies dealing with resistance. If resistance to change is not recognised, disregarded and not overcome, change initiatives are bound to fail. The results are serious delays, severe blockades and expensive failures. Dealing with resistance in a constructive and open-minded manner is a central element of change management. However, it is fundamental to approach resistance to change from an employee's perspective (Fritzenschaft 2014:29).

Executive Buy-In - Buy-in is critical, but you actually need more than that. To actually have a solid impact, the executive sponsorship must be active, visible, and engaged. Support must be obtained as early as possible. Studies have shown that executive support is the most important change management success factor.

Employee support is another critical component of success. People are the heart of an organisation, they drive change. Without them on your side, a change programme cannot do well. A few ways to obtain support includes emphasizing the benefits of change for employees, two-way communication, inviting participation and accepting feedback. With employee support, the change programme will stand a much better chance of success. And, more importantly, employees will be happier and more engaged (Smith, 2019).

2.10. ORGANISATIONAL AGILITY

Being agile is an asset, not only for employers or companies but also as part of the individual skill set and resume. An individual or an organisation is 'agile' when they're able to quickly adapt or evolve in response to changing circumstances. Being able to break down barriers in the workplace in order to meet changing business needs,

advancements, or technologies is essential for any agile team (Biospace 2018). Organisations want the ability to respond rapidly to an ever-changing business environment. Some organisations have heard that adopting Agile methods provides quick project turnaround. Not all organisations, however, know how to make Agile projects successful. When considering the adoption of an Agile framework such as scrum, some wonder how to apply it to 'real life'. If the organisation wants to take advantage of Agile but is having difficulty applying the principles, you may be wondering whether your company is ready for Agile. The answer is by taking a seven-question organisational readiness self-assessment to see if Agile/scrum is right for your organisation. The questions on the self-assessment can be used to begin conversations, so that important issues are raised and resolved, ensuring a successful conversion to Agile (Larson, & Larson, 2011).

2.11. WHY RESIST CHANGE

Although change is intended to be a benefit for the organisation or its employees, the employees' behaviour it is not always for change. Resistance to change is the employees' natural reaction to the change process. When change is introduced in an organisation, it produces a range of reactions due to the inherent uncertainty or to the incentives that alter human behavioural patterns such as: status quo, anxiety, lack of tolerance, etc. (Cornescu & Adam, 2016:5-6). According to Amjad and Rehman (2018:65-66), management plays an important role in minimizing resistance through effective communication. When employees trust and have confidence in the management of the organisation, they support management decisions and become part of change process. Another reason for the employees' resistance is the personality traits but again if management convinces every employee that every change is betterment of the employees, they will support management at every step. Resistance to change is more likely when the change process is seen as complex and requires considerable adaptation. Individuals facing such change need to let go of their old habits and work patterns and adopt new ones. There are many reasons as to why people resist change. Many of these reasons are due to personal characteristics. These characteristics include a reluctance to lose control, cognitive rigidity, intolerance with adjustment periods, a lack of psychological resilience, a preference for low level of stimulation and novelty, and reluctance to give up old habits (Radzi & Othman, 2016:72).

Pardo del Val and Martinez-Fuentes (2003:13) argue that resistance to change is an essential factor to be considered in any change process, since proper management of resistance is the key for change success or failure. By resistance to change we understand any phenomenon that hinders the process at its beginning or its development, aiming to keep the current situation. Therefore, we will establish a similarity between the concepts of resistance and inertia. Organisational change efforts fail because of strong resistance to change brought about by employees' negative perceptions of change. Perceptions have a significant and profound role and influence in any change process, particularly when it comes to creating resistance to change. It is for this reason that resistance to change is highlighted as a barrier to the effective and successful implementation of organisational change interventions (Mdletye *et al.*, 2014:549).

Jain *et al.* (2020) claim that managers often perceive resistance negatively, and employees who resist are viewed as disobedient and obstacles the organisation must overcome in order to achieve the new goals. However, in certain instances, employee resistance may play a positive and useful role in organisational change. Insightful and well-intended debate, criticism, or disagreement do not necessarily equate to negative resistance, but rather may be intended to produce better understanding as well as additional options and solutions. Simultaneously or immediately after assessing employees' commitment, the change agent must identify the main reasons generating resistance to change, specific to each employee. The stage of identifying the main reasons of resistance to change is very important, because depending on the identified reason, a certain method for reducing resistance to change is proposed. Of course, the reasons for opposition will differ from one individual to another, depending on their own perception of the change process (Braduşanu, 2015).

2.12. IMPLEMENTING CHANGE MANAGEMENT

2.12.1. John Kotter's Eight Step Approach to Change

Kotter (1996), created a very popular change management approach. The desired change is conducted in eight steps. Exhibit 1 shows these eight steps in detail and how they are linked with the four phases of the 'Integrated change management' approach (Warner, R. and April, K., 2012).



Figure 2.3: Change Management

Warner's changes include a structured change management approach with four phases (Errida, A. and Lotfi, B., 2020) (with a 3-phases-model) linked with the Project Management Institute process groups (PMI, 2013) are necessary to manage a change successfully.

2.13. STRUCTURED CHANGE MANAGEMENT PROCESS

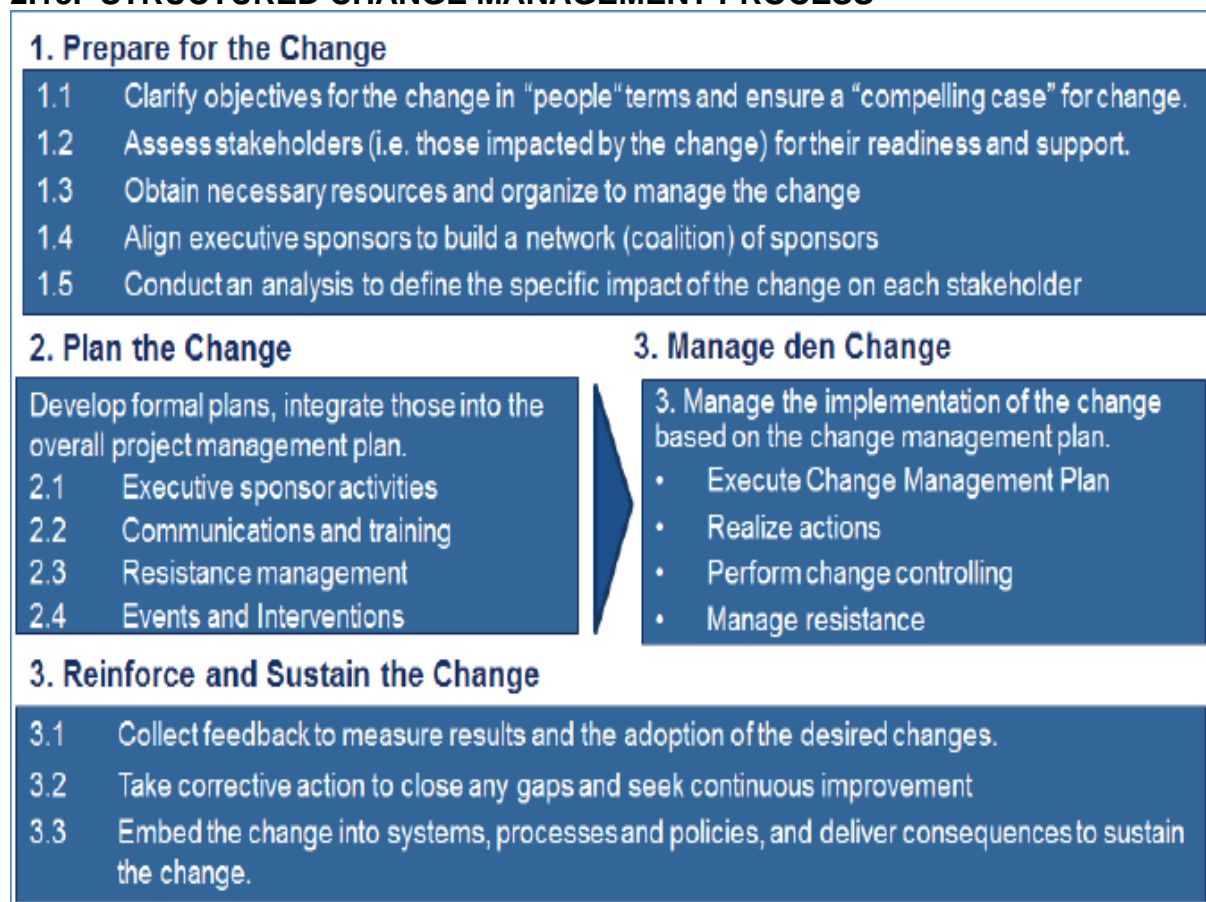


Figure 2.4: Structured Change Management Process

2.13.1. Phase 1 – Prepare for the change

As described and explained on (<https://www.pmi.org>) the first phase – the preparation for change – focuses on the following topics:

- Clarify objectives for the change in “people” terms and ensure a ‘compelling case for the change’.
- Assess stakeholders (i.e., those impacted by the change) for their readiness and support.
- Obtain necessary resources and organize to manage the change.
- Align executive sponsors to build a network (coalition) of sponsors, and
- Conduct an analysis to define the specific impact of the change on each stakeholder.

Clarify vision and objectives

The beginning of every successful change is a ‘compelling change story’. This convincing ‘shackling story’ creates the desire for a future situation. Without this motivation it is difficult to transform a system from state A (today) to state Z, which means the target situation.

Assess stakeholders

Stakeholders are any individual or groups of individuals who are impacted by the change or are critical to the successful implementation thereof. This could be inside or outside of the organisation. To get a better understanding who to focus on you can conduct a stakeholder assessment and define actions needed to improve the level of support for the most critical stakeholder groups. An effective stakeholder management process is composed of four steps, which should be started by the project manager during project initiation and should be updated regularly throughout project execution.

2.13.2. Phase 2 – Plan the change

In the second phase, main emphasis is on the development of formal plans (change management plan) and the integration of those into the overall project management plan. The defined strategy of the initiation phase must be verified and detailed.

- Executive sponsor activities Communications and training.
- Resistance management, and
- Events and Interventions.

Plan Communications

The main subject of the communication plan is the description of the importance of change and the risks in case of no change. The messages should be distributed by different media groups.

2.13.3. Phase 3 – Manage the change

In the third phase, main emphasis is on the management of implementation of the change based on the defined change management plan must be made.

- Execute Change Management Plan.
- Realize actions.
- Perform change controlling, and
- Manage resistance.

Manage resistance

Resistance is natural. Therefore, always keep in mind:

- Resistance does not reflect that an employee is problematic.
- Expect resistance, and
- Good change management practices not only reduce resistance but can turn some of the most resistant employees into some of the biggest supporters.

Main reasons for resistance at employee level can be seen in the lack of awareness, perceived negative impact on their current job role, the history of the organisation's change failures, the lack of visible support and sponsorship. On the management level the main resistance issues are lack of awareness and involvement in the change, perceived negative impact on current job role (e.g., fear of losing control and authority), and workload. In order to react on that, a project manager of a change project needs to take proactive steps such as:

- Provide clear, honest and open two-way communications (and listen).

- Manage expectations and clarify the personal impact (what specifically will change and what is expected).
- Involve end users (those directly impacted) early and throughout the project, and
- Engage managers and supervisors early and establish their role as coaches and change agents.

2.13.4. Phase 4 – Reinforce and sustain the change

To ensure a sustainable change, the last phase of the structured change management process deals with the task of reinforcement.

- Collect feedback to measure results and the adoption of the desired change.
- Take corrective action to close any gaps, and
- Embed the change into systems, processes and policies, and deliver consequences to sustain the change.

To be able to measure the desired change, you need to establish metrics to track desired changes/results (or noncompliance). Thereby the desired final status should always be used as the main reference point. An appropriate integration of desired change into existing systems (such as HR systems, policies, or scorecard metrics) could support and reduce complexity by not inventing a new separate approach.

2.14. CHANGE BENEFITS

One of the greatest change management benefits is that it creates more effective shifts within an organisation. For organisations to get better outcomes, they need to have change management in place. When change is managed in business, the company can stay ahead of the curve rather than behind. The time it takes to implement the change in the company is reduced, and the cost of the change is determined in advance. To maximize the value of change, organisations should first outline a clear vision of what they want to achieve.

It's also important to assess any obstacles standing in the way of reaching that goal. For example, if the company lacks a senior executive with the specific knowledge required to make a change or see it through, it needs to hire for that role before

launching its pivot. Otherwise, the plan may not be as successful as hoped, or it may be abandoned partway through (Ahmed, 2020).

According to McKinsey (2011), when an organisation implements a change, no matter the size or nature or type, the bottom line is to improve the performance of the organisation in some meaningful way. The change may be to fix a problem or to seize an opportunity. It may result from customers or competitive or internal pressures. It may be incremental in nature, or it may be a radical new way of operating. It may impact a few workgroups, or it may impact the entire organisation.

It may impact behaviours, processes, tools, technology, organisational structures or job roles. But, regardless of the nature of the change, organisations launch projects and initiatives to improve performance and to reach a future state that is better than the current state. Prosci (2018:13) argues that enterprise change capability can become a strategic advantage. According to the author, despite the larger upfront commitment, the outcomes yield returns that outweigh the investment:

- Stakeholders speak a common language around change;
- Employees embrace and adopt changes more readily;
- Technologies yield enterprise-wide productivity gains;
- Organisations mitigate the negative effects of change saturation;
- Strategic organisational initiatives meet or exceed long-term objectives;
- Financial performance improves for the organisation;
- Projects harmonize to deliver cumulative benefits; and
- Organisations capitalize on market opportunities with speed and agility.

Cameron (2019), discusses the perks of organisational changes as:

Innovation: while adjusting it is possible to find new income strategies or create new products that can boost the bottom line and grow the organisation.

Diversification: When seizing whatever opportunities may come out of a changing playing field, a company may find itself having to pursue new markets, new partners and/or new audiences.

Improved communication: Being forced to change can make management seek input from team members who are normally overlooked. By inviting participation, communication can improve, and it can also spark increased teamwork.

According to Revenio and Jalagat, (2016:1238), managing changes effectively provide benefits that help organisations sustain competitive advantage in the ever-changing world.

The benefits they discuss include the following:

- Managing change enables the organisations to respond quickly to the changing customer demands.
- The management and the organisation will realize the importance of change and the expected benefits it derived when implemented in the right way.
- The ability to adapt to change when it occurs helps the organisation improve in terms of processes, decision making capabilities, financial returns and others.
- Easy identification of problems that requires change efforts and enable the organisation to familiarize themselves with those problems that require plan changes.
- Changes can be implemented without affecting the daily activities of the organisation, and
- Establish opportunities for the development of best practices and lead.

2.15. RESULTS OF MISMANAGING CHANGE

When projects and initiatives are mismanaged from the people side of change perspective, the desired results and outcomes do not get achieved. The individual changes that culminate in organisational change do not take place. This may lead to lower likelihood of meeting objectives, finishing on time, and finishing on budget. Speed of adoption become slower, ultimate utilization becomes lower, and proficiency becomes less, all dragging down expected returns. Impacts of ignoring or mismanaging change results in two more perspectives: costs and risks (Creasy n.d.).

Lines and Reddy Vardireddy (2017), argue that there is a correlation between project success and effective organisational change management. With good or excellent organisational change management a project is 80 to 95 percent likely to meet

objectives. With only poor organisational change management a project is only 16 percent likely to meet objectives. The figure below outlines the correlation of change management effectiveness to meeting project objectives.

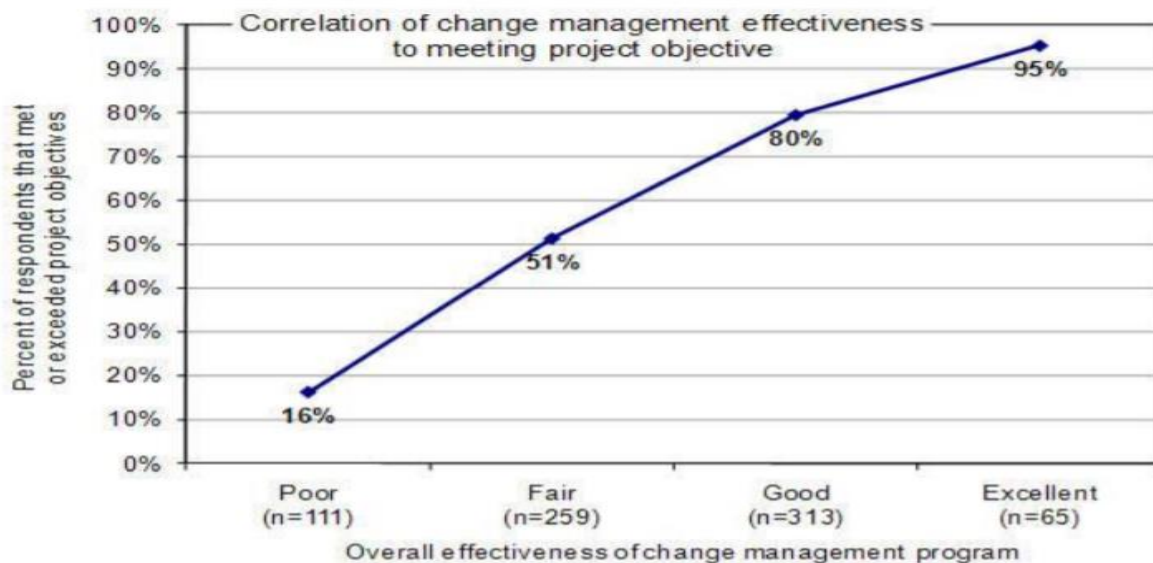


Figure 2.5: Best Practices in Change Management

Source: Derived from Prosci: Best Practices in Change Management – 2014 Edition

Table 2.4: Table for possible results of mismanaged change

	Costs	Risks
Project Level	<ul style="list-style-type: none"> Project delays Missed milestones Budget overruns Rework required on design Loss of work by project team Specific project costs 	<ul style="list-style-type: none"> Resistance – active and passive Project put on hold Resources not made available Obstacles appear unexpectedly Project fails to deliver results Project is fully abandoned Specific project risks
Organisational Level	<ul style="list-style-type: none"> Productivity plunges Loss of valued employees Reduced quality of work Specific organisational costs 	<ul style="list-style-type: none"> Impact on customers Impact on suppliers Morale declines Legacy of failed change Stress, confusion, fatigue Change saturation Specific organisational risks
If change is not implemented	<ul style="list-style-type: none"> Lost investment made in the project. Lost opportunity to have invested to other projects. 	<ul style="list-style-type: none"> Expenses not reduced Efficiencies not gained Revenue not increased Market share not captured Waste not reduced Regulations not met

	<ul style="list-style-type: none"> • Specific costs if the change is not fully implemented 	<ul style="list-style-type: none"> • Specific costs if the change is not fully implemented
--	------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------

Source: (Prosci n.d.)

2.16.

2.17. CONCLUSION

An effective communications management plan anticipates what information will need to be communicated to specific audience segments. The plan should also address who has the authority to communicate confidential or sensitive information and how information should be disseminated. It should clearly define what communication channels stakeholders will use to solicit feedback and how communication will be documented and archived (Rouse, 2020). The Communication Plan defines the key messages for the impacted audiences, who will send these messages and who will receive them according to the sender’s credibility with a specific group of recipients. The importance of effective communication to any change project making use of the ADKAR® model is, by now, well known. And though it’s the cornerstone of every step in the change management process, exactly what good communication looks like and how poor communication can be improved to glean best results is not always so straightforward. When drawing up a communications plan, consideration of the message’s target audience, their concerns, and their likely responses to the proposed change, is critical to success. An effective plan will make use of all available channels to reach employees and will include a mix of public and one-on-one communications, digital and real-world formats, as well as interactive sessions such as Q&A forums (Marsicano 2019)

The plan should support the behaviour change with communication that gives stakeholders the information they need when they need it and equips leaders to help in the process. The change communication plan includes the following key sections: Objectives based on the business goals (what success looks like) – Like any communications effort, change communication plans should align closely with the business objectives for the change. These objectives can be explained in a story or graphic to help everyone connect with the vision for success.

Desired behaviours for employees – These may vary by role or function, and should be observable (ideally measurable, for example use of a new tools or software) to demonstrate adoption of the change.

Use of templates to help lead a discussion with the change sponsor on what the manager wants each impacted group to think, feel and do as a result of the change. This insight will help guide the messages and communication strategies. Key messages – Core messages explaining the overarching change and vision, as well as audience-specific messages to support key milestones which are needed.

Communication strategies and tactics – This section summarizes the key activities needed to support the change for all categories of stakeholders. It might be organized by target audience (for example leaders/front-line employees), or by change initiative (for example phases of a software rollout).

Editorial calendar – An overview of your plan for delivering relevant information to stakeholders at key points in the change effort. It summarizes the message themes and the channels used to deliver them, aligning timing with key milestones in the programme (Grossman, 2020).

Table 2.5: Communication Plan Template

Communication Plan Template					
Audience	Deliverable	Timeline	Description	Delivery Methods	Owner
Customers	Update pricing	November	Update the pricing page on the website	Website	Marketing Manager
	Product announcement	December	Inform customers about new product	Email, Blog, Social Media	Customer Marketing Manager
Prospects	Holiday promotion	November	Inform prospects about holiday promotion	Website, Social Media, Email	Marketing Manager
	Competitive analysis	October	Educate and train sales team on competition	Email	Director of Sales

Events	Announce tradeshow attendance	October	Inform stakeholders about upcoming tradeshows	Email, Blog, Calendar	Events Manager
	Customer roadshow	January	Finalize the customer roadshow for product and exec learning	Email, Blog	Events Manager
Employees	Job postings for 2020	December	Review and post new jobs	Website, ATS	HR Director
	Hiring announcement	January	Announce the 2020 hiring push, encourage referrals	Email, Office Signage, Blog	VP of Human Resources
	Holiday party	November	Invite employees to RSVP for holiday party	Email, Postcard	HR Director
Media/PR	Company growth pitch	December	Pitch company milestones to existing media	Email, Phone	PR Manager
	Setup interviews	December	Secure exclusive interview with leadership	Email	Director of PR
	Publish press release	January	Announce new product improvements	Email, Website, Press Release	PR Manager

Source: <https://www.nextiva.com/blog/steps-create-communications-plan-template.html> [01 July 2020]

CHAPTER 3: CHANGE STRATEGIES

3.1. INTRODUCTION

Deciding on a change strategy is an important part of preparation for any change an organisation wishes to embark on. Change strategy must be aligned with the organisation strategy and its future goals.

A need for change should be acknowledged before deciding on change strategy. It is important to involve major stakeholders when deciding on a strategy to ensure buy in from the influential personnel. Change strategy should map out how change will be implemented.

3.2. CHANGE STRATEGIES

Organisational change is essential for companies that want to evolve and remain competitive, but organisational change can also be incredibly disruptive without a strategy to guide the transformation initiatives.

The most effective change management strategies are those that focus on the human behaviour element (Business Enterprise Mapping, 2017).

Kotter and Schlesinger, 2013:8), argue that in approaching an organisational change situation, managers explicitly or implicitly make strategic choices regarding the speed of the effort, the amount of preplanning, the involvement of others, and the relative emphasis they will give to different approaches.

The authors further argue that successful change efforts seem to be those where these choices both are internally consistent and fit some key situational variables.

According to Klagge (2015:5), there are seven tactics for overcoming resistance to organisational change namely: education, communication, participation, facilitation, support, negotiation, co-optation and manipulation.

As per the figure below, general strategies of change illustrate differences between the three general strategies (Benne & Chin, 1969).

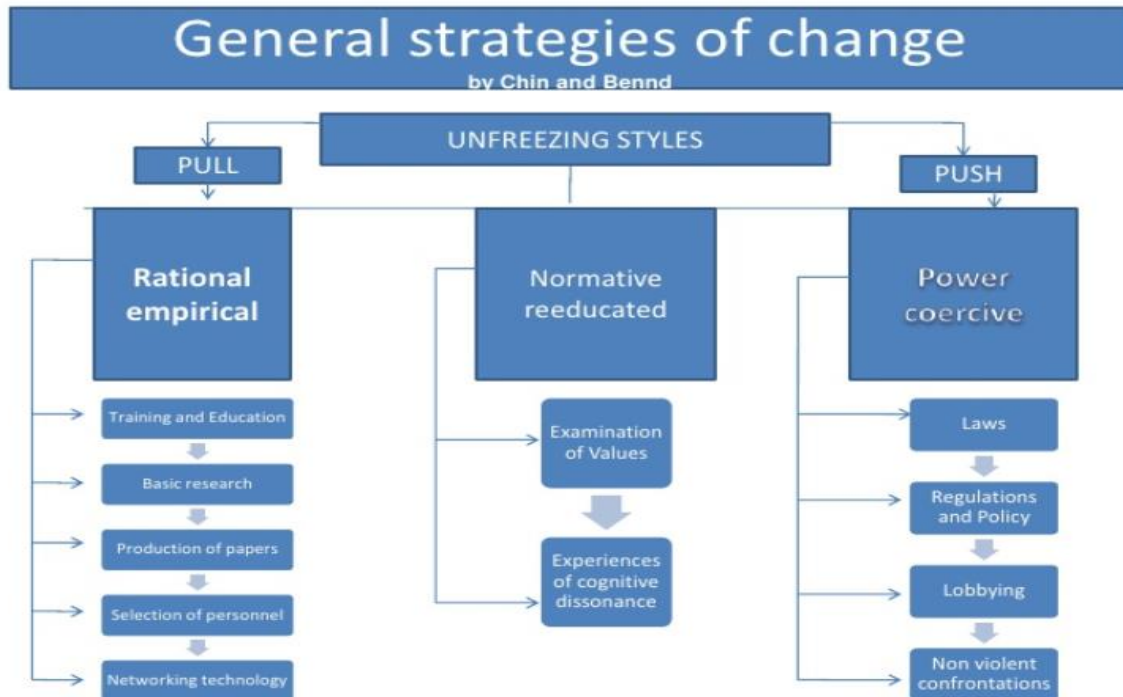


Figure 3.1: General change strategies (Nickols, 2016:1)

3.3. EMPIRICAL RATIONAL (E-R)

According to Benne and Chin as cited by Nickols (2016:1), this strategy centres on the balance of incentives and risk management. The underlying assumption about human beings is that they are rational beings and will follow their self-interest once it is revealed to them. Successful change is based on the communication of information and the proffering of incentives. People are reasonable and they can be reasoned with. In short, they can be persuaded. People can also be bought. This is the “carrot” side of carrot-and-stick management. But for reason and incentives to work, there has to be very little in the way of a downside to the change and/or the upside has to greatly outweigh it. If there’s a big downside and it’s not offset by an upside that is big enough and attractive enough to offset it and null out any risk involved, people will indeed be rational; that is, they will oppose or resist the change overtly or covertly. The authors further explain that the empirical rational strategy is difficult to deploy when the incentives available are modest. People are often reluctant to risk or move from a more comfortable present for an uncertain future, especially when they are happy with the current. In order for this strategy to work, the change initiator must be a good negotiator and be able to cast any doubts aside. It is important to target converts as they have the power to influence others (Hornstein, 2006:4).

The empirical-rational strategy assumes that people are guided by reason and will calculate whether it is in their best interest to change. It assumes that if people understand the logic for change and see themselves as benefiting from the change, they will be more likely to change. Resistance to change comes primarily from ignorance and superstition. To counter resistance, individuals must be educated about the logic and benefits of change. Although the empirical-rational strategy may be effective for technical changes, it is not likely to be effective for adaptive change because it has a narrow, cognitive view of human systems. It fails to incorporate the affective and normative domains. Thus, although people may understand why they should change, they are usually not willing to make the painful changes necessary for adaptive change. The underlining assumption of this approach is that if some data is presented to a group of individuals in an effective manner, the group will be in favour of the change primarily because they will be seeing their own interest in it. The person who will be communicating the change to his or her subordinates will have to do so in such a manner that the change seems desirable. Employees are basically driven by self-interest so if the information is gathered and communicated to them in an engaging and convincing manner, only then will they happily adapt to the change. The information should be collected by expert professionals and through authentic sources to ensure its accuracy. Dialogue plays a very important role in understanding the change (Zafar *et al.*, 2013:83).

3.4. NORMATIVE-RE-EDUCATIVE (N-R)

Quinn *et al.*, as cited by Hornstein (2006:4-5), explain that the normative-reductive strategy involves a more collaborative change process. Individuals are still guided by a rational calculus; however, this calculus extends beyond self-interest to incorporate the meanings, norms, and institutional policies that contribute to the formation of human culture. Using this strategy, the leader of change welcomes the input of others as equals into the change process. Change does not come by simply providing information, as in the empirical-rational strategy. Rather, it requires the leader to focus on the clarification and reconstruction of values. In this mode, the leader attempts to identify all values and works collectively through conflict. The emphasis is on communication with the followers rather than their manipulation. Hence, this strategy emphasizes involving others in an honest dialog while mutually searching for win-win solutions.

The Normative - Re-educative strategy focuses squarely on culture and what people believe about their world, their work and themselves and the ways in which people behave so as to be consistent with these beliefs. Culture doesn't change quickly and certainly not overnight. This strategy then is not to be used in a turnaround situation on short deadlines. An organisation's culture is as much in the grip of the informal organisation as it is in the formal organisation. Normative Re-educative strategy works best when relationships between the formal and informal organisations are at least cordial and hopefully harmonious. If they are at odds with one another, this change strategy is denied to management. However, almost all change efforts have long-term as well as short-term goals. Therefore, any long-term change strategy has to incorporate some aspects of the Normative Re-educative strategy. Enlisting and involving the informal leaders of the organisation and keeping them involved is one such avenue (Benne & Chin as cited by Nickols 2016:2).

According to Zafar *et al.* (2013:83), this strategy also sees people as rationally self-interested. This strategy emphasizes changes in the staff's values, skills and relationships. The normative re-educative view understands people as inherently social, who are guided by normative culture which strongly influences their behaviour. If change has to occur under this strategy, the targets reconsider their values, habits, skills and relationships. This strategy of change usually relies on trainers and therapists. According to this approach, change is motivated when individuals identify some level of dissatisfaction in the existing state of affairs based on pertinent value clashes. So, old norms are discarded and replaced by new ones.

3.5. POWER - COERCIVE (P-C)

The power-coercive strategy focuses on forcing people to change through the use of external sanctions. This strategy emphasizes political and economic power. Political power implies an ability to apply sanctions when others do not align themselves with the change. Economic power brings control over resources and the ability to apply economic sanctions to force change on those with less power. Hence, this strategy's basic approach is to identify and apply levers of power and force others to comply. The power-coercive change strategy also has limited use in adaptive situations. In adaptive change, people must commit themselves to the collective purpose. The power-coercive strategy usually evokes anger, resistance, and damage to the

fundamental relationships of those involved in the change. Thus, it is not likely to result in the kind of voluntary commitment that is necessary in most adaptive situations (Hornstein, 2006:4).

Benne and Chin as cited by Nickols (2006:2), argue that people are basically compliant and will generally do what they are told or can be made to do. Successful change is based on the exercise of authority and the imposition of sanctions. Nickols (2006:3), explains that two major factors influencing the choice of the Power-Coercive strategy are time and the seriousness of the threat faced. If the organisation sits astride the fabled 'burning platform', the threat is grave and the time for action is limited. The metaphor of a burning platform is useful but only if all concerned can in fact see that the platform is on fire.

This is rarely the case in an organisation. Few companies are filled with people who understand the way the business works, and fewer people still appreciate the threats it faces or the opportunities it encounters. It has been argued that change-minded leaders should create a burning platform. That idea might have merit in extreme situations, but it also entails considerable risk – to the organisation, to its people, and to the leader who attempts it. A mitigating factor here is the culture. If the culture is basically one of a benign bureaucracy that is clearly threatened, its members are likely to go along with a sensible programme, no matter how high-handed.

Conversely, if the culture is laced with autonomy and entrepreneurship but has grown fat, dumb and happy, people will resent and perhaps oppose or resist authoritarian moves. In this case, key positions might have to be filled with new people. This strategy advocates power in the form of threat and believes the people generally take orders and bow down to people who possess greater moral, political, economic power than them. It is not always necessary that the use of power is always in the negative sense; it can be used positively implying that this power could be legitimate or illegitimate. People who possess this power may pay or bribe others for complying. The strategy carries a risk that if the power is removed, people may go back to how they behaved originally. If this strategy is implemented to bring about change in an organisation, the staff might hate the senior management and become rebellious which could prove to be very harmful for the organisation in the long run (Zafar *et al.*, 2013:83).

3.6. ENVIRONMENTAL-ADAPTIVE (E-A)

According to Nickols (2016:4), people oppose loss and disruption, but they adapt readily to new circumstances. Change is based on building a new organisation and gradually transferring people from the old one to the new one. This strategy shifts the burden of change from management and the organisation to the people. It exploits their natural adaptive nature and avoids the many complications associated with trying to change people or their culture.

Environmental-Adaptive strategy hinges on the commonplace observation that although people are often quick to oppose change they view as undesirable; they are even quicker to adapt to new environments. Consequently, instead of trying to transform existing organisations, it is often quicker and easier to create a new one and gradually move people from the old one to the new one. The major consideration here is the extent of the change. The Environmental-Adaptive strategy is best suited for situations where radical, transformative change is called for. For gradual or incremental change, this is not the strategy of choice. Another factor to consider is the availability of suitable people to seed the new organisation and jump-start its culture. Some can come from other organisations, but some can come from the old organisation, too. In the old culture, can be found in rebels, misfits and other non-conformists who are precisely what is needed in the new culture. They must be chosen with care, however, because of the politics and the possibility that some will bear grudges against some members of the old culture. Zafar *et al.* (2013:83), describe this strategy as based on the human ability to adapt to change. People usually are afraid of change and try to avoid it but when they are left with no other choice; they eventually adapt themselves to it. The human psychology is such that first, new environments are created and then people gradually upgrade themselves from the old system to the new one. The environmental-adaptive strategy recommends that a new set of circumstances be created which will exploit the brain to adapt to it which will result in the change to sink in. This strategy is best suited for changes that are radical in nature rather than the gradual ones.

3.7. STRATEGY MIX

There is no single change management strategy. Managers can adopt a general or grand strategy but for any given initiative they are best served by some mix of

strategies and tactics. In the strategy mix table below, it illustrates how different strategies can be used independently or in conjunction depending on the nature of change initiative.

Table 3.1: Strategy Mix

CHANGE INITIATIVE	STRATEGY TO USE
DEGREE OF CHANGE	Radical change or transformation argues for an Environmental-Adaptive strategy. Less radical changes argue against this strategy
DEGREE OF RESISTANCE	Strong resistance argues for a coupling of Power-Coercive and Environmental-Adaptive strategies. Weak resistance or concurrence argues for a combination of Rational-Empirical and Normative-Re-educative strategies.
POPULATION	Large populations argue for a mix of all four strategies, something for everyone so to speak. Diverse populations also call for a mix of strategies. This implies careful segmentation
STAKES	High stakes argue for a mix of all four strategies. When the stakes are high, nothing can be left to chance. Moderate stakes argue against a Power-Coercive strategy because there is no grand payoff that will offset the high costs of using the Power-Coercive strategy. There are no low stakes change problems. If the stakes are low, no one cares, and resistance levels will be low. Avoid Power-Coercive strategies in low stakes situations.
TIME FRAME	Short time frames argue for a Power-Coercive strategy. Longer time frames argue for a mix of Rational-Empirical, Normative-Re-educative, and Environmental-Adaptive strategies
EXPERTISE	Having available adequate expertise at making change argues for some mix of the strategies outlined above. Not having it available argues for reliance on the Power-Coercive strategy.
DEPENDANCY	This is a classic double-edged sword. If the organisation is dependent on its people, its ability to command and demand is limited. On the other hand, if the people are dependent on the organisation, their ability to oppose is limited. (Mutual dependency almost always signals a requirement to negotiate.)

3.8. CHANGE MODELS

In order to manage change and implement change strategies, it is important to avoid implementing irrelevant or random methods and try to focus on a suitable plan of action. Change management is an on-going process that takes time, expertise, dedication and efforts to implement and run. It requires the involvement of people or

staff of the company and may also result in these people being affected by the changes too. Before adopting one of the many effective and popular change management approaches and models, an organisation must first figure out why it needs the changes and how will the changes benefit it (Belyh, 2019).

Change is hard for everyone to accept, whether it is in their personal lives or at work. When it comes time to implementing the necessary changes in the organisation, a quality change model is needed to help to explain what is going to happen to the employees and to get them to feel excited about and dedicated to those changes. Many models have been proposed for implementing change and it may be confusing deciding on which one is right for the organisation. The reality is that none of the current models may be right for the organisation and a hybrid might have to be created between several models (Smith, 2018).

There are many models that can be used for successful organisational change. Winners respond to the pace and complexity of change. They adapt, learn and act quickly. Losers try to control and master change in the environment. It is important for organisational leaders to identify and use a model for transformation that will help their organisations survive and flourish in the next century and beyond (Pryor *et al.*, 2008:1).

3.9. LEWIN'S CHANGE MANAGEMENT MODEL

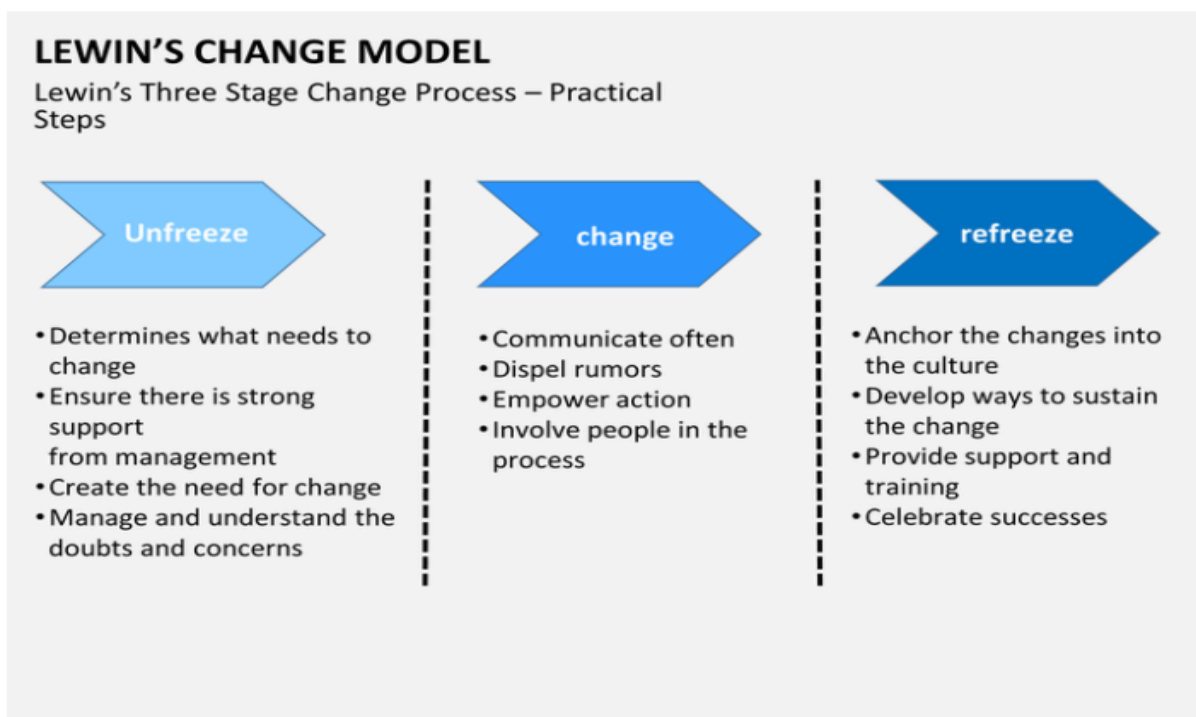


Figure 3.2: Lewin's Change Model

In Lewin's Model, there is a stipulation for three distinct steps in change management if it is to be effective. Those are unfreezing the present, moving from the present and refreezing. If this model is not followed, then changes will be short-lived. In other words, you can cause needed change to occur. However, in order for change to be permanent, you must dismantle the present (and the capability to move back to the present), move from the present to the future and put in place the people and processes to ensure permanency.

This model is still relevant in terms of what to do. However, the speed at which it must be done has increased dramatically. Lewin's Model is one for planned change, not responses to unplanned change. Yet it is applicable when unplanned change occurs, particularly if we know in advance that there is some probability that the change will occur. Examples are weather related disasters such as hurricanes, earthquakes, tornadoes, floods and tsunamis (Pryor *et al.*, 2008:9).

Unfreeze: The first stage of the process of change according to Lewin's method involves the preparation for the change. This means that at this step, the organisation must prepare for the change and also for the fact that change is crucial and needed. This phase is important because most people around the world try to resist change, and it is important to break this status quo. The key here is to explain to people why the existing way needs to be changed and how change can bring about profit. This step also involves an organisation looking into its core and re-examining it (Belyh 2019).

Upon realizing that the company needs to change, the first step is to 'unfreeze' the current process and take a look at how things are done. This means analysing every step and human interaction for potential improvements, no matter how in-depth scrutiny is needed and how much is needed to unearth. This helps eliminate any existing bias and commonly accepted mistakes.

This gives the perspective needed to change the cause of the problems, rather than just the symptoms. Unfreezing also applies to the company's perception of the upcoming change and its natural resistance to it. Forcing sudden change only breeds resentment, so employees need to be prepared for the new elements in order to let them take hold when deployed. Employees need to be informed of what is wrong with

current processes and what benefits change will bring. This should help to convince them of the need to change and encourage them to stick to the new process (Mulholland 2017).

Change: In the second stage, the change occurred whenever any affected organisation moves towards the desired change, hence giving the impact on the role, value, attitude and the restructuring of the organisation in achieving the aim. At this stage, the organisation experiences the restructuring and needs to be equipped with the needed sources and technology in assuring the efficiency of the executed changes (Aziz *et al.*, 2017:111).

Sarayreh *et al.* (2013:627) argue that according to Lewin's theory, unfreezing is not an end in itself, it is followed by change. As much as it triggers the learning process it does not necessarily control or predict the direction. It is necessary to consider all the forces at work, and identify and evaluate, iteratively, the available options. According to Kritsonis (2005:2), Lewin's second step in the process of changing behaviour is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that can assist in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to well-respected, powerful leaders that also support the change.

Refreeze: The third stage takes place after the new change is successfully absorbed and stable, resulting in a new culture and practices in an organisation. However, to reach this stage, it usually requires plenty of time. Briefly, based on the Kurt Lewin's Model of Change, the changes taking place in the organisation are from the static position to the continuous changing and moving again to the static point where the culture in the organisation is reformed (Aziz *et al.*, 2017:111).

Once the changes have been deployed, measured, and tweaked according to feedback, the new status quo may be refrozen. This is vital to any change management model to prevent any old habits and behaviours from resurfacing. Regular reviews need to be carried out to check that the new methods are being followed. Rewards should also be given to those who consistently keep to the new

methods and those who make a large effort to support and uphold the changes (Mulholland, 2017). Belyh (2019) explains that once the change has been accepted, embraced and implemented by people, the company or organisation stabilizes. This is why the stage is referred to as refreeze. This is the time when the staff and processes begin to refreeze, and things start going back to their normal pace and routine. This step requires the help of the people to make sure changes are used all the time and implemented even after the objective has been achieved. Now with a sense of stability, employees get comfortable and confident of the acquired changes.

3.10. MCKINSEY'S 7 S MODEL

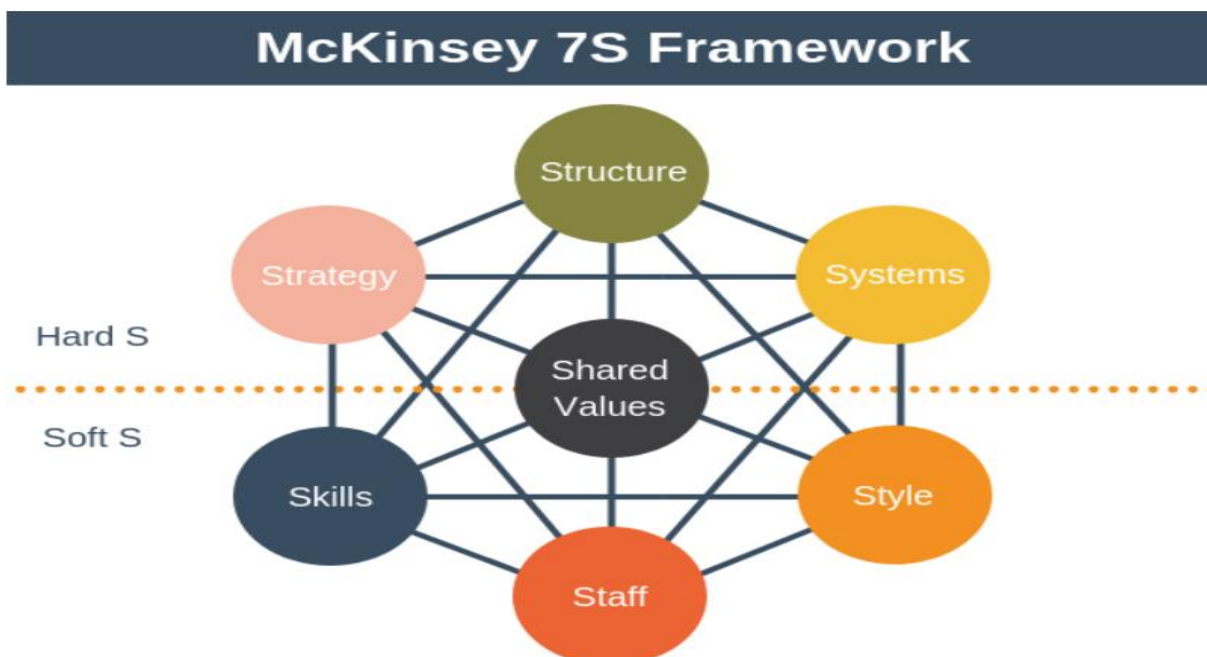


Figure 3.3: McKinsey's 7 S Model

The model diagram above represents the interdependency of all seven elements. Shared values are placed in the middle of the model to emphasize that they are central to the development of all the other critical elements. The ideas behind why the organisation was created will influence the other six elements (Lucidchart, 2020). The McKinsey 7-S framework or model is one of those few models that have managed to persist even when others came in and went out of trend. It was developed by consultants working for McKinsey & Company in the 1980s and features seven steps or stages for managing change (Belyh, 2019).

Jharotia (2019) defines the McKinsey 7s model as a tool that analyses a firm's organisational design by looking at seven key internal elements: strategy, structure,

systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow the organisation to achieve its objectives. He further attributes that the McKinsey 7S Model is a framework for organisational effectiveness that postulates that there are seven internal factors of an organisation that need to be aligned and reinforced in order for it to be successful. The McKinsey 7S Model was developed at consulting firm McKinsey & Co. in the early 1980s by consultants Tom Peters and Robert Waterman.

Strategy: is a plan developed by a firm to achieve sustained competitive advantage and successfully compete in the market. In general, a sound strategy is one that is clearly articulated, is long-term, helps to achieve competitive advantage and is reinforced by strong vision, mission and values. But it's hard to tell if such strategy is well-aligned with other elements when analysed alone. So, the key in the McKinsey 7S model is not to look at the company to find the great strategy, structure, systems and etc. but to look if it is aligned with other elements. An example of this would be a short-term strategy that is usually a poor choice for a company but if it is aligned with other 6 elements, it may provide strong results (Nejad *et al.*, 2015:46).

Structure: is about how the organisation is arranged or configured. Many organisations take a functional structure, in which different branches of the organisation specialize in particular functions, such as manufacturing, sales, and service. Another common form is a divisional structure, in which divisions are arrayed according to geographical regions, products, or some other factor, and each division contains a full complement of functional elements (Bartone & Wells, 2009). Structure is the stage or attribute of this model that relates to the way in which the organisation is divided or the structure it follows (Belyh, 2019).

Systems: refers to the rules and regulations, standards, and processes for getting things done and managing the activity of the organisation, both formal and informal. They include personnel evaluation and practices, pay and rewards, performance assessments, supervisory and chain-of command relationships, and policies for planning, monitoring, and executing projects (Bartone & Wells, 2009:7).

Skills: are the abilities that a firm's employees perform very well. They also include capabilities and competences. During organisational change, the question often arises

of what skills the company will really need to reinforce its new strategy or new structure.

Staff: element is concerned with what type and how many employees an organisation will need and how they will be recruited, trained, motivated and rewarded. Style represents the way the company is managed by top-level managers, how they interact, what actions do they take and their symbolic value. In other words, it is the management style of a company's leaders. (Nejad *et al.*, 2015: 46).

Style: This stage is all about assessing the management and leadership style used in your business. While it might be tempting to present an idealized view of your own leadership, resist that urge and be frank with how both you and the rest of the company are managed/manage others (Mulholland, 2017).

Shared Values: this is the corporate culture or belief system and what the company is known for. This is what the company wants to achieve, its mission and its reputation. The processes of the company should represent what it is known for. When it comes to applying the McKinsey's 7S framework in the strategic management of change, you want to ensure that your change project activities are reflecting your corporate culture and shared values (Gechkova, T. and Kaleeva, T., 2020)

Shared values are called 'superordinate goals' when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic. Shared values are the pinnacle of the model and therefore in any organisation. They form the underpinning culture, strategy, effectiveness and performance, linking to every other element in this framework. They link all that is of the organisation: how people behave, the structure, its systems and so on (Jharotia, 2019).

3.11. THE NUDGE THEORY

The Nudge Theory or Nudge is a concept that finds use in behavioural science, economics, and political theory but can be applied to change management in organisations and businesses as well. This theory is mainly credited to Cass Sunstein and Richard Thaler. Nudging someone or encouraging and inspiring them to change is the basic essence of this theory. Nudge theory is not only helpful in exploring and

understanding existing influences but also explaining them to either eliminate them or change them to an extent where positives may begin to be derived. It is important to note that there are many unhelpful 'nudges' around which can either be deliberate or may just be accidental. What this theory mainly seeks is to work upon the management as well as the understanding of the many influences on human behaviour that lead to changing people. It focuses on the design of choices which is responsible for directing our preferences and influencing the choices that we make. What this theory says is that choices must be designed in such a way that it can be aligned with the way people think and decide (Belyh, 2019).

Change in organisational structures, adaptation of new technologies and operation strategy is relatively easier compared to making people embracing new structures, technologies and following new strategy. Employees are the most important factor behind success of any change initiative. To get people ready for having change, it is necessary to understand why human behaviour changes and what motivates them to adopt change. These questions are answered by behaviour change theories and models. These models guide us as to what the factors are which influence human behaviour and what causes changes in human behaviour (Tahir, 2020).

Nudge theory seeks to minimize resistance and confrontation, which commonly arise from more forceful directing and autocratic methods of changing behaviour. Forcing methods are drastic, direct, and require conscious determined effort while Nudge methods are easier for people to imagine doing, and less threatening and disruptive to actually do. Nudge methods are indirect, tactical, and less confrontational and may be cooperative and pleasurable (Business Balls 2020).

3.12. BRIDGE'S TRANSITION MODEL

Bridge's transition model was developed by William Bridges who is a change consultant, and this theory came into the eye of the public after it was published in the book 'Managing Transitions'. The specialty of this model or theory is that it concentrates and focusses upon transition and not change as such. The difference between transition and change may be subtle, but it is important to understand it. Where transition on one hand is internal, change on the other is something that happens to people, even when they don't realize it. Transition is something that

happens to people when they are going through the change. Change can be instant, but transition may take time (Belyh, 2019).

The Bridges Transition Model is a model that helps a business or person with organisational change. The strength of this model is that it focuses on the transition to change. It's this transition that's often uncomfortable for people, leading to resistance. Change is often implemented to make things more efficient, safe, or easy. Although these reasons are meant to benefit the organisation and performance, employees often turn out to be the biggest obstacle. According to the Bridges Transition Model, they don't have to be. In this model of change, Bridges helps to clarify the personal aspect of change management, showing employees as supporters rather than obstacles (Janse, 2019). In short, Bridges' Transition Model identifies three stages people go through as they gradually enter and accept the new organisational landscape. The model mainly focuses on psychological change during the transitions between each stage. The model was developed and published by William Bridges (1933 to 2013). He was an American author, organisational consultant, and public speaker.

BRIDGE'S TRANSITION MODEL

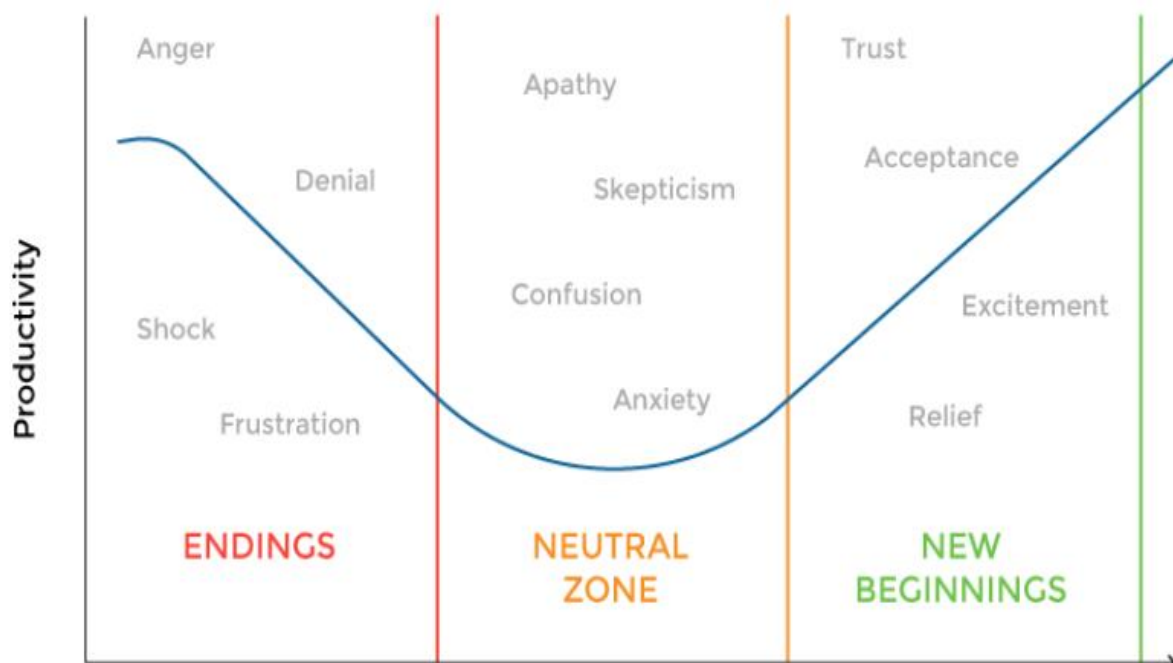


Figure 3.4: Bridge's Transition Model (1991)

Source: <https://medium.com/@plutora/change-management-process-13-steps-to-getting-it-right-640371c4c71a>

Endings: is labelled 'Ending, Losing, Letting Go', and is rationalised in terms of employees being attached to old or historic routines and mechanisms. This first phase of transition can therefore be recognised in terms of the negative aspects of employee feelings, emotions, and behaviours. Organisational transitions could involve a broad range of emotions (Huy, 2002, as cited in Leybourne, 2016:29).

Anger, sadness, anxiety, depression, and confusion could manifest themselves, as employees deal on a personal level with the end of understood routines and ways of achieving tasks and activities, and the reduction in comfort levels based on the removal of familiar and tacitly or experientially acquired patterns and actions (Leybourne 2016:29).

Endings describe the letting go process, how individuals relinquish old ways of approaching situations as well as old identities that inform those ways of being in the world. Bridges asserts that identifying and acknowledging what is involved in an ending — whether positive or negative — and grieving for what is lost, is crucial for working through those feelings and arriving in a position to accept the change (Bridge, 2003 as cited in Shy & Mills 2010). According to Mind Tools (2020), during this stage employees may experience fear, denial, anger, sadness, disorientation, frustration, uncertainty and sense of loss.

Neutral zone: Janse (2019) describes Bridges Transition Model's neutral zone as the core of the change process. During this period between the old reality and the new one, individuals learn to handle the consequences, with psychological shifts taking place. It's in this stage that individuals create a new sense of identity. Here again, some people go through the process more quickly than others. Employees who are in the neutral zone tend to be impatient, confused, or insecure. Getting used to new processes, procedures, or relationships may make people experience an increased workload.

According to Belyh (2019), this is the stage of uncertainty, impatience, and confusion. The author describes it as the bridge between the old and the new when people are still attached to the old but trying to adapt to the new. This stage is associated with low morale and reduced productivity, and one may also experience anxiety and scepticism when going through this stage. But despite this, the neutral zone may also include

innovation, renewal and a burst of creativity. This is arguably where transition takes place, in that it falls between what Bridges describes as what was and what will be. It is suggested that because of the amount of change that can potentially take place in this phase, it is a place of both risk and opportunity (Bridges as cited in Leybourne 2016:29).

New beginnings: People that are experiencing this phase develop a new identity and begin to incorporate their behaviour or identity changes into a new way of seeing the world. They are no longer held back by the pent up and unaddressed feelings that so often prevent the change process from occurring (Shy & Mills, 2010).

The last stage is basically a stage of acceptance. Individuals accept the change as well as the reasons and need for the actions. The individual begins to open to the new way of operations and functions as well as respond favourably to learning and understanding and committing to the new roles (Castro, 2014).

Janse (2019), alludes that the emotions that employees experience during this stage are much more positive than during previous stages. That shows in their work and the results that are being achieved.

After a smooth transition, employees in this stage will be energetic, eager to learn, and feel engaged with the organisation.

In order to build a strong foundation for the future, there are a few more things the manager can continue to do:

- Work on a sense of meaning;
- Be consistent in behaviour, communication, and decision making;
- Show successes that the change has brought; and
- Celebrate results and milestones.

According to Mind Tools (2020) People have begun to embrace the change initiative. They're building the skills they need to work successfully in the new way, and they're starting to see early wins from their efforts.

At this stage, people are likely to experience high energy, openness to learning and renewed commitment to the group or their role.

Table 3.2: Comparison of selected change models

Lewin's Change Management Model (1945)	Nudge Theory(1979)	McKinsey 7 S Model(1980s)	Bridge's Transition Model (1991)
<p>Unfreeze</p> <p>Determining what needs to change.</p> <p>Ensuring support from management.</p> <p>Creating the need for change.</p>	<p>Clearly define the change</p>	<p>Strategy</p>	<p>Endings</p> <p>Anger</p> <p>Denial</p> <p>Shock</p> <p>Frustration</p>
<p>Change</p> <p>Communicate widely and clearly.</p> <p>Promote and empower action.</p> <p>Involve others as much as possible.</p>	<p>Consider the change from the point of view of the impacted stakeholder</p>	<p>Structure</p>	<p>Neutral Zone</p> <p>Apathy</p> <p>Scepticism</p> <p>Confusion</p> <p>Anxiety</p>
<p>Refreeze</p> <p>Tie the new changes into the culture.</p> <p>Develop and promote ways to sustain the change long-term.</p> <p>Offer training, support, and communication.</p> <p>Celebrate success.</p>	<p>Develop a change roadmap with key decision points & provide transparent data</p>	<p>Systems</p>	<p>New Beginnings</p> <p>Trust</p> <p>Acceptance</p> <p>Excitement</p> <p>Relief</p>
	<p>Engage those being impacted in the decision-making process</p>	<p>Skills</p>	
	<p>Listen to feedback</p>	<p>Staff</p>	
	<p>Reduce obstacles</p>	<p>Style</p>	
	<p>Keep momentum with short term wins</p>	<p>Shared Values</p>	

3.13. RISKS OF CHANGE

3.13.1. Resistance

Kotter and Schlesinger (2013:3), argue that organisational change efforts often run into some form of human resistance. Although experienced managers are generally all too aware of this fact, surprisingly few take time before an organisational change to assess systematically who might resist the change initiative and for what reasons. Instead, using past experiences as guidelines, managers all too often apply a simple set of beliefs—such as “engineers will probably resist the change because they are independent and suspicious of top management.” This limited approach can create serious problems. Because of the many different ways in which individuals and groups can react to change, correct assessments are often not intuitively obvious and require careful thought.

3.13.2. Tactics for resistance

3.13.2.1. Education/communication

Klagge (2015) further explains that person-to-person communication, oral presentations to groups, written memos and reports, or full video presentations are the methods that support this tactic. This tactic is most useful when the resistance arises from inaccurate or insufficient information about the change and its importance to the organisation. Root (2018) discusses the importance of two-way communication. The author further argues that some people need to see and hear information many times to achieve sustainable behaviour change. The chances of change-management success are greater when employees are given a variety of opportunities to communicate with one another. Healthy two-way communication can be supported by:

- Providing opportunities to discuss the challenges and opportunities associated with change in meetings, team off-site activities, and team-building sessions.
- Recognizing the power of casual social interactions and how shared experiences help employees make sense of the change they are experiencing.
- Searching for and addressing communication bottlenecks that may be standing in the way of change.

According to Alexander (2017), it is crucial to start the conversation about change management early in projects. Executing a project without factoring in any resulting

implications to how that project may impact daily operations may lead to resistance. If a company implements a new system, it is likely to impact the actual internal processes. Without a change management strategy to monitor, evaluate, document and communicate changes; confusion, resistance, and missed steps can result. People resist change in different ways. Some people may withdraw into themselves. Others may respond aggressively. Some might try to undermine the change secretly or overtly. Understanding how individuals within the team might resist change will make it better able to select the right approach from the Six Change Approaches to counter that resistance. This is important to understand the root of resistance to be able to select the suitable method to deal with resistance (Expert Program Management, 2018).

3.13.2.2. Participation and involvement

According to Alsher (2016), it is important to identify non-supporters and involve them in key roles. It is important to recognize that your target has a lot of energy invested in their resistance. If you can re-direct this energy to helping work it out, you will be using one of the most effective resistance-management techniques.

3.13.2.3. Facilitation and support

With the goal of helping to deal with resistance by emotional and material help; people having hardships of change are actively listened to by school administrators about their ideas, problems and complaints with using their ideas that have merit. That is, supportive principals make the work environment more pleasant and enjoyable for change process. This strategy is essentially utilized when school members are frustrated by work constraints and difficulties that are encountered in change process and have adjustment problems (Yılmaz & Kılıçoğlu 2013:19).

3.13.2.4. Negotiation and agreement

Altadonna (2020) argues that sometimes, members of the organisation will simply not adapt to change. Perhaps they have a vested interest in the way things were, or the change would unseat them from a position of power or have a plan to allow for negotiations and natural transitions out of the organisation or into a new position within the organisation. This approach can be expensive but may be useful when the change involves major disruptions to your current organisational chart.

3.13.2.5. Manipulation and co-optation

Manipulation refers to covert influence attempts, twisting and distorting facts to make them appear more attractive, withholding undesirable information, and creating false rumours to get employees to accept a change. Co-optation is a form of both manipulation and participation. It seeks to buy off the leaders of a resistance group by giving them a key role in the change decision. Both manipulation and co-optation are relatively inexpensive and easy ways to gain support. The tactics can backfire if the targets become aware that they are being tricked or used (Khamseh 2010).

3.13.2.6. Explicit & implicit coercion

To mitigate resistance to change, explicit or implicit coercion may be used. This method implicitly or explicitly, threatens team members to accept the change. This could mean that they are threatened that they will lose their job, or it could mean they are threatened to be transferred to a different part of the organisation. As much as this method is quick and can overcome resistance, it can be risky as team members can be furious at not just the change but also how they are being handled (Expert Program Management, 2018).

Methods for dealing with resistance to change

Approach	Commonly used in situations	Advantages	Drawbacks
Education + communication	Where there is a lack of information or inaccurate information and analysis.	Once persuaded, people will often help with the implementation of the change.	Can be very time consuming if lots of people are involved.
Participation + involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist.	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.	Can be very time consuming if participators design an inappropriate change.
Facilitation + support	Where people are resisting because of adjustment problems.	No other approach works as well with adjustment problems.	Can be time consuming, expensive, and still fail.
Negotiation + agreement	Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.	Sometimes it is a relatively easy way to avoid major resistance.	Can be too expensive in many cases if it alerts others to negotiate for compliance.
Manipulation + co-optation	Where other tactics will not work or are too expensive.	It can be a relatively quick and inexpensive solution to resistance problems.	Can lead to future problems if people feel manipulated.
Explicit + implicit coercion	Where speed is essential, and the change initiators possess considerable power.	It is speedy and can overcome any kind of resistance.	Can be risky if it leaves people mad at the initiators.

Figure 3.5: Six Change Approaches (Kotter & Schlesinger, 2013)

3.14. LOW EMPLOYEE MORALE

Change can create confusion, impact employee morale, cause a lack of motivation and productivity, and even heighten rates of absenteeism and turnover. Maintaining employee motivation through a period of change concerns all the internal and external factors that keep them committed to their job. Morale is the emotions and outlook that a person has about their present situation. It's important to maintain both in order to keep employees happy, satisfied, and productive. It is the managers' job to help maintain the right levels of motivation and morale during organisational change, not only in their leadership, but in their employees as well (DiFonzo and Bordia, 1998: 295-303)

Low morale can be costly to an institution. Morale is regarded to be the fuel that drives an organisation forward or the fuel that feeds the fires of employee discontent and poor performance (Ewton, 2007 as cited in Ngambi, 2011:762-776). Low morale of the workers indicates the presence of mental unrest. This mental tension does not only hamper the production but also leads to ill health of the working men. Industrial accidents, labour turnover, strikes and lockouts are some of the obvious consequences of industrial tension. These industrial troubles lead to mental strain of the workers. The effects of such strain do not remain limited within the factory but also affect the workers' normal personal and social behaviour. In extreme cases it may lead individuals to frustration and increase the susceptibility to indulge in anti-social activities (Dhara n.d.). According to Half (2020), managers should be concerned when employees start showing signs of low morale. The signs include persistent negative attitude, poor work performance and quality and an overactive grapevine.

Persistent and negative attitude: it is hard for employees to conceal a foul mood after a bad day at work. And even normal levels of work-related stress can give rise to frustration and discouragement. These are typical reactions to temporary problems. A persistent negative attitude, especially from someone who has otherwise been a positive force in the workplace is a big red flag signalling severely deflated morale. A lack of willingness to co-operate with teammates or commit to new assignments is another clear warning sign of trouble.

Poor work performance and quality: low morale can impact an employee's or an entire team's work performance and quality. Missed deadlines, a high number of

mistakes, or a decline in service levels can all be side effects of low morale in the workplace. Early signals that work performance and quality may be at risk include employees' waning enthusiasm for or interest in their assignments. Boredom is often a factor for a lack of initiative that can lead to poor work outcomes and dent morale. Employees may be eager for new challenges. Or, on the other side of the coin, they may be feeling overwhelmed. Workers who have been thrust into a new remote work situation may be having trouble adapting, for example. They might be feeling distracted or unmotivated while working at home, and thus, are struggling to meet their usual work standards.

Overactive grapevine: communication is always essential for successful staff management and for bolstering employee morale during times of change. If managers do not take a proactive, thoughtful and strategic approach to sharing information with the staff, they risk letting the grapevine for gossip run wild. Grapevines may run rampant even in a remote work environment. Misinformation could spread even faster, and this may take a toll on employee morale.

Low employee morale in the organisation can be a result of bad management. When employees complain to each other, complete their tasks with minimal effort or fail to finish their work assignments on time or at all, they may be suffering from a lack of motivation due to a manager who does not relate to the staff. Employees may perceive inequitable treatment of some co-workers that results in favouritism; or they don't have the leadership necessary to keep them on task. In addition, a poor supervisor may not pay attention to the needs of employees, such as allowing a balance between work duties and personal life or providing training (Deeb, 2019).

3.15. MANAGING LOW EMPLOYEE MORALE DURING CHANGE

It is crucial to keep communication channels open during organisational change. Transparency is always a best practice, but it is especially beneficial during major changes in the workplace. When management doesn't openly address big company news, employees feel left in the dark. This is where gossip can get creative and out of hand. The employees may start to fill in the blanks with negative falsehoods and spread rumours. To combat this, managers need to host open discussions to invite questions. They need to present upcoming changes and show employees how they're

involved in the company's changes. These discussions should be regularly scheduled. And they should be designed as an open dialogue between all levels of leadership and employees (Lavoie, 2017). Employers should identify opportunities to bring employees together. They should create a team spirit among employees by organizing community initiatives and other non-work-related gatherings such as holiday parties. Cross-train employees on various other functions within the organisation so that staff better understand each other's duties and the importance of working together toward a common goal (Schaefer , 2019).

Lavoie (2017) emphasizes the importance of focusing on team building. Tensions arise during times of change, so it's important to keep employees close with one another and with management. Leadership should invest in ways to develop unity among the members of a team under pressure. Employees can be signed up for an "escape" room or create a fun themed one in the office. Collaboration can be encouraged by hosting games in the office. Managers should find creative ways to encourage collaborations. Workforce could be broken up into teams to build and race derby cars for a corporate-sponsored charity event. This encourages creative problem-solving and teamwork for a greater cause. Staff should also be encouraged to share who they are individually, and to let their personalities shine. Employees need to relate to one another to stay unified during turbulent times of change, and some exercises can be utilised for facilitating that connection.

Employee learning and development is now being viewed in some organisations as a holistic concept, which means taking into consideration the whole person's mental, physical, emotional, and social well-being. This approach also requires that training no longer be considered a one-time event that falls solely on the shoulders of management. A holistic or whole-person approach asks that employees focus on the value of lifelong learning rather than taking the myopic view of lifetime employment. Doing this requires that employees make a paradigm shift in their thinking, from expecting to be trained to taking full responsibility of their lifelong learning and well-being (Bruce, 2002:62). Organisational change can be confusing for employees, and the actions of management will influence whether employees accept the changes or not. Communication is crucial in ensuring that employees are clear on what behaviours are desired. Performance management is one of the tools used by

management to influence the behaviour of employees by providing feedback, setting goals for future performance, and providing incentives to encourage improved performance. Effective human resource practices normally include a performance management and performance appraisal system (Zondi & Mutambara, 2016:1288 - 1312).

Employers regularly face the awkward yet crucial challenge of communicating changes within the organisation to their employee base. An example of this would be letting a long-time employee resign or let someone go with significant visibility in the organisation. The company is about to go through some restructuring. Too often, companies don't publicly acknowledge such changes. This can leave employees feeling confused and unsettled, potentially compelling them to gather information through gossip and hearsay. Managers should not allow sensitive information to propagate throughout the organisation by guesswork. To maintain employee morale and trust, it is up to the employer to determine what details are shared, how, and when. The key is proactive communication in the workplace (Balian 2018).

Ideally managers should have a strategic plan of which everyone in the company is already aware. If they have a history of carefully planning company decisions, their workforce is more likely to trust future decisions. They must update the strategic plan to what things will look like post-organisational change and share it with the employees. Feedback must be analysed before making final decisions so concerns can be aired and dealt with before becoming a problem. Employees must be involved in writing the plan and make sure they feel well heard (Picarde, 2017).

Any time leaders fall short on fulfilling expectations their teams become disillusioned, confused and demotivated and the organisation suffers. Leaders must manage the change, or it will manage them. When leaders fulfil the change management role, changes are made efficiently and sustainably, and the expectations of their staff, partners, stakeholders and clients are met. To highlight a few of the principles that leaders should embrace when leading through change; clarifying the vision and communicating it effectively, staying connected with the employees and being accountable and transparent should be considered (Deshler, 2016). Leaders should build supportive leadership capabilities through strategies that foster genuine two-way feedback and enhance leader behavioural integrity; facilitate staff discussions

and professional debates to address operational challenges rather than simply taking a directive approach. They should proactively clarify values and behavioural expectations; increase the level of informal and development-oriented feedback and empower representative staff project teams to drive organisational improvement initiatives (Cotton & Hart, 2003).

3.16. CONCLUSION

Well Established Vision

Every good change management process starts with a vision. The vision is the foundation for future success. This is where the intentions are clarified, and understanding is gained of what the organisation is seeking to improve. Once the vision is mapped out, it is easy to recognize the resources and people who will facilitate the process and lead the organisation in a new direction. This forms the basis of the change strategy, creating clarity and ease for a successful implementation (WalkMe Team, 2018).

Good Planning

Planning of the change process is dependent upon the complexity and turbulence of the environment. In a complex and turbulent environment, the change cycle is shorter and involves a smaller proportion of the scope for the change because predictability is lower. In simpler, stable environments, the cycles are longer and encompass a larger portion of the scope because results are more predictable (Project Management Institute, 2013:77). A lack of planning will hinder or possibly even be the cause of change project failure. Planning accordingly and executing the plan, however, could be the difference between simply completing a project and delivering exceptional value via an initiative that is viewed by everyone as immensely successful. Planning is not limited to the project plan, which is important, but has more to do with communications, buy-in and training. These are the components that will determine success or failure of change (Casanova, 2016).

Clearly Defined Change Approach

There are many well-known change approaches dating from the late 1940s until today. In most of these approaches, it is essential to hold a clear vision for the change and,

in order to be successful, integrate the change into the organisational processes. The number and sequence of steps, type of leadership required, involvement of the different stakeholders, and focus and planning vary for each approach. Each organisation is different, and the approach used for a change programme differs accordingly. These differences may necessitate that organisations adopt flexible approaches to adapt to circumstances and the degree of change. The change approach affects the relationships among stakeholders. The manner in which the team interacts with various stakeholders depends upon the approach used.

Communication

Communication is the cornerstone of any successful change management process. It is the golden thread that ties everything together — any objective is within reach if you create the right dialogue. Good communication helps you navigate through the fears and frustrations that change may incite. Humans tend to naturally reject the unknown, and communication can help break down that barrier. Transparency and two-way communication give staff an opportunity to express their frustrations and gives change leaders time to modify strategy accordingly. With clear communication channels, employees' ambitions will be better aligned with the best interests of the company (WalkMe Team, 2018).

Good organisational change communication ensures that employees are treated like people who matter. Discuss how the change will affect employees, how they will be supported through the process of change and the benefits that they will experience. Consider the questions they may ask and encourage them to ask them in team meetings or with one-to-ones. Good leadership will help managers and change champions to be prepared for difficult conversations by arming them with the answers to tough questions and having the ability to help people draw their own positive conclusions (The Big Picture People, 2019).

Actively Involving Stakeholders

According to May (2016), the positive participation of project stakeholders at all levels is not just a preferred condition for a successful learning project, it is imperative for success. It takes time for people to accept, and ultimately buy into change. To successfully implement a significant change, it is imperative to communicate early and

often with the stakeholder groups. The importance of stakeholders' commitment can't be overstated. The absence of buy-in at any level of the organisation can derail a project.

- Lack of buy-in from senior executives can doom a project from the start.
- Lack of buy-in from the project team causes delays in the timeline.
- Lack of buy-in from middle managers prevents them from generating enthusiasm for the change among their subordinates, and
- Lack of buy-in from employees on the front line can throw a wrench in system adoption and create long-term obstacles to project success.

It is important to involve all stakeholders as (Project Management Institute, 2013:77) fundamental strategic change requires direct and continuous involvement of the executive level of the organisation, whereas more concrete, specific change or operational level improvement requires more involvement of lower-level supervisory personnel.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1. INTRODUCTION

Research is known as the quest for knowledge. As Clifford Woody clearly explains - research is the process to identify and redefine a problem or cap that needs to be closed or a problem that needs a solution, and at that formulates a hypothesis and alternative solution, gathering information about the best solution and then plan, organise and test and control the solution to produce the final product that will fulfil the purpose of the research and solve the problem identified. The dictionary's definition of research is a careful investigation or inquiry specially through search for new facts in any branch of knowledge. Walker *et al.* (2019:609-626) – in the Social Science defined research as the manipulation of things, concepts or symbols for the purpose of generalising to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art. Thus, the researcher would say research is the search of the truth from the unknown or known with the help of studying, observing and experimenting, thus finding solution to a research problem.

There are different methods that researchers use to conduct research known as research methods or techniques. These are all methods that the researcher used during the course of studying the gathering of information for researching a problem. Research methodology is defined as ways to solve the identified research problem systematically. The researcher used one type of research which is quantitative research method.

4.2. DATA COLLECTION & RESEARCH METHODOLOGY

An appropriate design questionnaire was carefully structured and made use of the tool for data collection at Retail (Collis & Hussey, 2003:173). As suggested by Collis and Hussey (2003), a questionnaire has a series of thoroughly thought questions for research where the questionnaire should consist of questions that will give the most to the research to make accurate findings. The planning of questionnaires seeks to support in gaining the proper information from the people concerned as precisely as possible to get the best and closely accurate data. The questionnaire was distributed to fifty Retail division branches. Questionnaires were sent via email and participants

were asked to print and fill them in. Interviews were conducted in all branches that the research observed and were involved in change projects' procedures.

4.2.1. Target population

The target population for this research were workers from Retail division who work as branch managers, administration managers, trainee managers, stock administrators, receiving clerks and receiving administration clerks. The target population worked directly in the change management department, and all were involved in the change process for which this research was based on. This target population was carefully selected. The idea was to collect data from all contributing counterparts involved/approved with changes management. This helped the researcher to view the concepts from all angles in the chain of command that is vertical: top to bottom. Head of departments being at the top of the chain of command.

4.2.2. Sampling frames, sampling and sample size

The sample size for the study was limited to a minimum of 100 participants and these included store/branch managers, administration managers, sales managers, receiving administration clerks, receiving clerks and stock administrators at Retail and the equivalent thereof. *Welman et al.*, (2008:173), proposed that when the sample used is bigger it results in minimum mistakes, therefore the sum of people involved was of paramount importance for accurate analysis and assumptions for the research. Managers were generally fewer in number and 50 was considered adequate for the purposes.

4.2.3. Sampling

(Casteel and Bridier 2021) defined a population as "all the elements/individuals within the environment of which the research is conducted and that may be affected by the results of the research or that the results may relate to".

N = Population

In this research N = the employees of Retail

In research terms a sample refers to the individuals that will be involved in the investigations, these are known as participants, who will help identify if there is a

problem that the researcher aims to solve. The process identifying and selecting these participants from the target population is thus referred to as Sampling. The term target population identifies to the total group from which the sample will be drawn. The reason why the researcher conducted sampling from the target population was because it would have been impossible to get the whole population to participate, not only would that have been costly, but it would have been time consuming, thus the sample will resemble and represent the population. For this reason, the researcher made sure that the sample accurately represented the target population and was not biased.

Purposive sampling involves selecting the participants according to certain characteristics and for this study it was of paramount importance for the study to be successful. Creswell and Clark (2011:84) defined sampling as the process of identification, segmentation and selection of individuals or groups that have the expertise and knowledge about the subject of interest. The sample for this research comprised of branch managers, trainee managers, administration managers, stock administrators, receiving clerks, and receiving admin clerks of Retail division. The participants involved in this research sample were to meet the specific criteria as identified by the researcher. They would all have to be employees of Retail.

They also should:

- Have been working in their current position for more than eighteen months the period in the position would have given them opportunity to have worked during the go live of SAP project in Retail division.
- Should be working in at least 2 departments of Retail, this would be helpful to evaluate how change affected employees in different departments and also accessed which department has a deferent approach toward change management.
- Be willing to participate

Palinkas *et al.* (2015:533) explained that participants needed to be willing to participate, communicate well with the researcher and provide the right information that was their own experience as it was important that the results were not biased or influenced by the known and/or unknown.

4.3. LITERATURE REVIEW

A literature review was an evaluation report of the information found in the literature related to the field of study. Literature review referred to the report that a researcher develops after conducting a study in the area of his/her interest. It usually formed the theoretic base of what was available about the subject of interest. This was when the researcher needed to find out if similar research had been conducted before and what the findings by other authors and researchers were. At this stage, the researcher could then decide if he or she had identified a valid problem that had not been tackled before and also test if his or her hypothesis had been tested already or if he or she was on to something. The researcher should be able to group similar information and see the angle at which his study should take. Relationships between the literature had to be noted and articulated, in relation to the author's field of research.

A literature review could be done by making use of published materials such as journals, books, newspapers or magazines that dealt with a particular subject or topic or professional activity (Collis & Hussey, 2013:90). Journals were mostly used in literature reviews as they usually had up-to-date information and formats for research. Books were also used in literature review though they tend to be less up to date as compared to journals, but they could offer a good starting point as to where to find more up-to-date and detailed information.

Conference proceedings could also be used in literature review as they offered and provided useful information on recent research and also gave information on the individuals that conducted the research. Magazines, newspaper articles, government publications could also be used as sources of information by the researcher. Many governments across the globe regularly conduct research and issue publications and these could also be used by the researchers and could be useful if they were in a related field of study for the researcher. The Internet formed part of establishing a well-informed theoretical background. The last two decades had seen an increase in researchers making use of the web as a source of information. The internet has a pool of information from all around the globe and most publications and journals were found on the internet. The researcher could get boundless information on research conducted anywhere around the world on the related field.

In general, the aim of conducting the literature review was to justify the study for the researcher and provided the context as well. The other reason was also to ensure that the field of research the researcher wanted to do had not been done before and showed him or her where they fit in the existing body of knowledge. Conducting a literature review enabled the researcher to learn from other research conducted in the past and other theories that were relevant to the field and this enabled the researcher to see the gaps and flaws from the previous theories. Above all, the Literature review aided the researcher to refine or even refocus her topic.

4.4. DATA COLLECTION PROCESS

The research study would make use of a quantitative and qualitative research approach.

4.4.1. Quantitative Research Approach

Quantitative data collection techniques made use of data collection methods that would fit various experiences into prearranged response groups. Burns and Grove (1993) as cited by Nolan and Behi (1995) defined quantitative research as a formal, objective, systematic process to describe and test relationships and examined cause and effect interactions among variables. Results of the data were easy to evaluate, summarise and compare as well as to generalise them. Quantitative research was typically focused with testing the hypothesis that had been derived from the theory. Qualitative research was all about getting the opinions from the selected sample in a structured way that could give and produce hard facts. The researcher made use of a **questionnaire as a tool of collecting data**. This instrument was used to collect data from a sample that had been identified from the target population. The advantage of this technique is that it can reach a wide range of people in different locations and yield results quickly.

4.4.2. Questionnaires and Data Collection

The dictionary defines a questionnaire as a set of questions where the participant has a choice of answers, developed for survey/research study purposes. The sample of participants for this study were branch managers, trainee managers, administration managers, stock administrators, receiving clerks, and receiving admin clerks who had

been with Retail for more than two years to have had dealt with a number of change projects. Researcher requested the support of Retail to identify the criteria qualifying managers and employees. All the participants were from the different departments that had experienced the execution of changes. The participants answer would then be selected as the sample and the questionnaires handed to them, the reason why the researcher decided to hand out questionnaire was because of the realisation that participants were busy, and the researcher felt that asking them to print the questionnaire would have been time consuming. The questionnaire issued was written in English and also a data analysis tool used was in English. It was also appropriate to do the data collection in English to avoid translation errors etc. Completed questionnaires were returned anonymously. The researcher had a ballot box where the participants dropped their questionnaire once they had completed it. The answers were then reviewed and collected by the researcher.

Though the company used for the research is in the retail industry, the information collected and analysed by the researcher would not involve the company, although participants were asked to report on their experience with their jobs at the company in hand. A cover letter accompanied every questionnaire distributed to assure the participants that their information that was recorded will be kept confidential and anonymous. Prior to the distribution of the questionnaires, an expert provided by the university viewed the questionnaire for any incorrect implications and gave a green light when the questionnaire was deemed suitable for the study and verified that the questionnaire was asking ethical questions nor suggesting answers for participants and was not biased. Podsakoff *et al.* (2003:879), also supported this as the procedure that decreases social desirability. In a bid to encourage the participants to be interested and eager to fill out the questionnaire, the researcher added an incentive: a chance to win a full Spar voucher for two worth R1,500. To minimise participants from being biased, steps were taken to make sure that the participants were truthful:

- The identifications of respondents were kept secret and the researcher reassured the participants that no answer was right or wrong which encouraged them to answer in all honesty.
- To reduce the chances of the participants guessing their answers, some of the questions were reverse coded which is a common variance method according

to Malhotra (2006:83). This method caused the participants not to be able to combine related questions.

- The research model was complex such that the hypothesized relationship is part of the participants' cognitive map according to change Wagner and Altenberg. (1996:967).

Lastly, the questionnaire consisted of only thirty-five items. The questionnaire was divided into sections which made it easy and simple to understand.

- Section A, which aimed at acquiring basic demographic information about the participant such as level of education, age, gender etc. to aid the researcher to interpret the responses. For instance, is the project manager educated enough and poses the skills required to run such projects depending on the department. This section aided the researcher to understand the background of the participants.
- Section B consisted of a series of question on which the participant had to answer according to the grading given where the answer ranged from strongly agree to strongly disagree. These questions were the ones that were relevant to the study at hand.
- Section C The participants were asked to elaborate on the questions and give their opinion and how they view the system in which they are working in. The purpose was to give the participant a chance to express their feelings on issues that the research was trying to solve, and this gave more depth as to the feelings and how the managers and employees were affected.

The questions were short and to the point so that participants would not get bored of the questionnaire which could have diverted their attention and accuracy by just rushing through the questionnaire (Yu & Cooper, 1983:25). A questionnaire was user friendly and assisted converting data to graphs, charts and other formats that the researcher used to store and interpret the data. Welman and Kruger (2002:194) stated that content analysis can be conducted from the response of open-ended questions. This was done through asking open ended questions and instructed interviews to report in a qualitative manner and made a qualitative analysis of the content of the interviews (Welman & Kruger, 2002:195).

Statistical graphics, statistics and statistical implication were the three main features for the data analysis tool for this research of the data analysis; its significance was to take note that the information provided by participants would not be a hundred percent accurate of the truth and that information on any person will never be a hundred percent accurate. This presented another idea to data analysis. Collis and Hussey (2003:17) assumed that the choice of the methods and techniques used for data analysis be influenced by the type of data; quantitative or qualitative. Fowler (2009) as cited by Quick and Hall, (2015) outlined that once data had been collected by the survey, no matter what the methods, it nearly always must be interpreted into a form suitable for analysis. The data that was analysed in this study is quantitative and the questionnaire was allocated arithmetical value to measure the importance of given behavioural probability by the participants. Three principals were used for the actual statistical analysis, to be accurate:

- The data was submitted to exploratory factor analysis to evaluate and classify rationality of measure contrivance.
- Testing the measuring instrument's dependability by measuring inside constancy.
- The instrument was found to be both dependable and lawful and was to be used in the model for getting the worst analysis to measure the independent variables.

4.5. DATA ANALYSIS PROCESS

Collis and Hussey (2003:17) assumed that the choice of the methods and techniques used for data analysis are influenced by on the type of data; quantitative or qualitative. Fowler (2009:145) outlined that once data had been collected by the survey, no matter what the methods, it nearly always must be interpreted into a form suitable for analysis. The researcher used the software programme for social science – Statistical Package

for the Social Sciences (SPSS). SPSS version 20 is an integrated collection of quantitative analysis software that is particularly popular with social science researchers. In late 2009, IBM acquired SPSS and then changed the name to IBM SPSS. SPSS is a comprehensive and flexible statistical analysis and data management system. SPSS is statistical package for social science:

- easy to learn and use;
- it includes a full range of data management systems and editing tools;
- it provides an in-depth statistical capability; and
- it offers complete plotting, reporting and presentation features.

The advantages of using SPSS for the researcher is that the software:

- was user friendly thus easy to use;
- it covered many tests of statistical analyses and filters and prepared data for an analysis, built different charts, performed testing for two and more sample hypotheses, analysed relationships between two and more variables, classified data and created clusters;
- regression enabled the researcher to predict categorical outcomes and apply a wide range of nonlinear regression procedures. It was effective where ordinary regression techniques are limiting or inappropriate. For example, studying consumer buying habits or responses to treatments, measuring academic achievement, and analysing credit risks;
- it performed an analysis and drew conclusions more accurately when working with complex relationships in data; it offers powerful and sophisticated multivariate analysis techniques.

Categories were then examined more than once to review those categories that can be segmented together so the number of the categories were minimised. This had already been done in the questionnaire stage by dividing it into four phases: recruiting and attracting, compensation and rewarding, talent development and talent retention.

4.6. DELIMITING THE RESEARCH

This study focused on retail division. The study reviewed the change management procedures followed at Retail.

4.7. CONCLUSION

Research is about finding a new angle to the current situation. It's about finding solutions and cover a new gap that has been identified. This chapter was the most important as it paved the way and gave the 'how' the researcher collected data to conclude the new findings as highlighted in Chapter 5. Research design and methodologies gave the researchers the roadmap they will use to conduct this research. As the target population was a very large pool of individuals that fell under categories which the researcher needed to collect data from it would have made it very difficult for the researcher to contact every single person within that pool. A sample was derived from the target populations and the researcher used both Qualitative and Quantitative techniques to collect data. The questionnaires were used as a starting point, and this was the quicker way to obtain data, after that the researcher conducted interviews and observation as the project managers went about their work. All data was further processed to give the information with the use of SPSS that had collected all data and made it possible to conclude the findings in Chapter 5. This chapter also identified the delineation of the research so that the researcher could control the collection of the data and give relevance to the field of study using that sample identified from the target population. The company used for this research was identified as Retail also gave means of boundaries together with the criteria characteristics the participants had to match in order to justify the relevance of the study and furthermore to make the findings to be as close to accurate as possible.

CHAPTER 5: DATA FINDINGS, DATA ANALYSIS AND INTERPRETATION

5.1. INTRODUCTION

In this chapter it displayed the results of the data collected in the selected company. The data was collected successfully where all the respondents did their outmost to support the researcher in acquiring the required sample. Yes, there were some who did not have time to complete the questions. The collection of the data was done using the research methodology that was explained in the previous chapter which played a role on how the data was going to be collected.

The study used questionnaires to collect data for the survey where it had three sections, Biography for A, the Likert Scale for B and C comprised open-ended questions. The chapter went further and discussed what had happened in the data collection and interpreted what the graphs and charts meant.

5.2. DISCUSSION OF THE FINDINGS

The researcher printed out the required number of questionnaires for the participants that required hard copies and there were those who also required soft copies, so the questionnaires were created in Google forms to accommodate everyone. The study followed a hybrid method of collecting data. The questionnaires went out to designated participants. In the first part they were provided a consent letter explaining what the study was all about and what the purpose of the study was. The questionnaires that came back from the respondents were counted. The researcher screened all the questionnaires that were to be completed by the participants and were captured.

5.3. DATA INTERPRETATION AND ANALYSIS

5.3.1. Section A: Biography

This section presented the knowledge of employees in terms of the retail organisation that they worked for. The study had some questions where it was screening on how long they had been working in the organisation, their experience and their position.

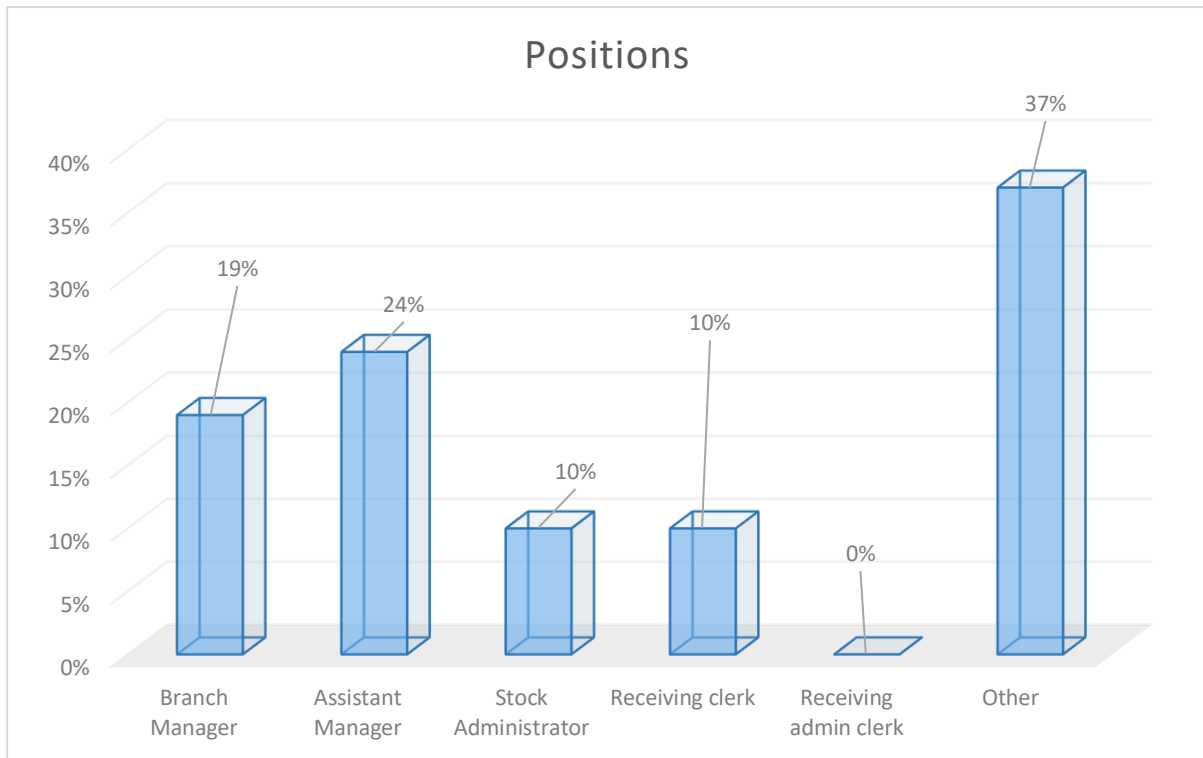


Figure 5.1: What is your position in the organisation? Please use the box below for your response

Source: Authors own construction

Response: The bar graph above shows that from the survey, participants were 19 percent branch managers, 24 percent assistant managers, 10 percent stock administrators and receiving clerks. There was 0 percent from receiving administration clerks and 37 percent was for others where they stated the position they were in, in the follow up question.

2. If other, please specify.

Table 5.1: Other

Trainee Manager
Regional People partner
Project manager
Stock counting clerk

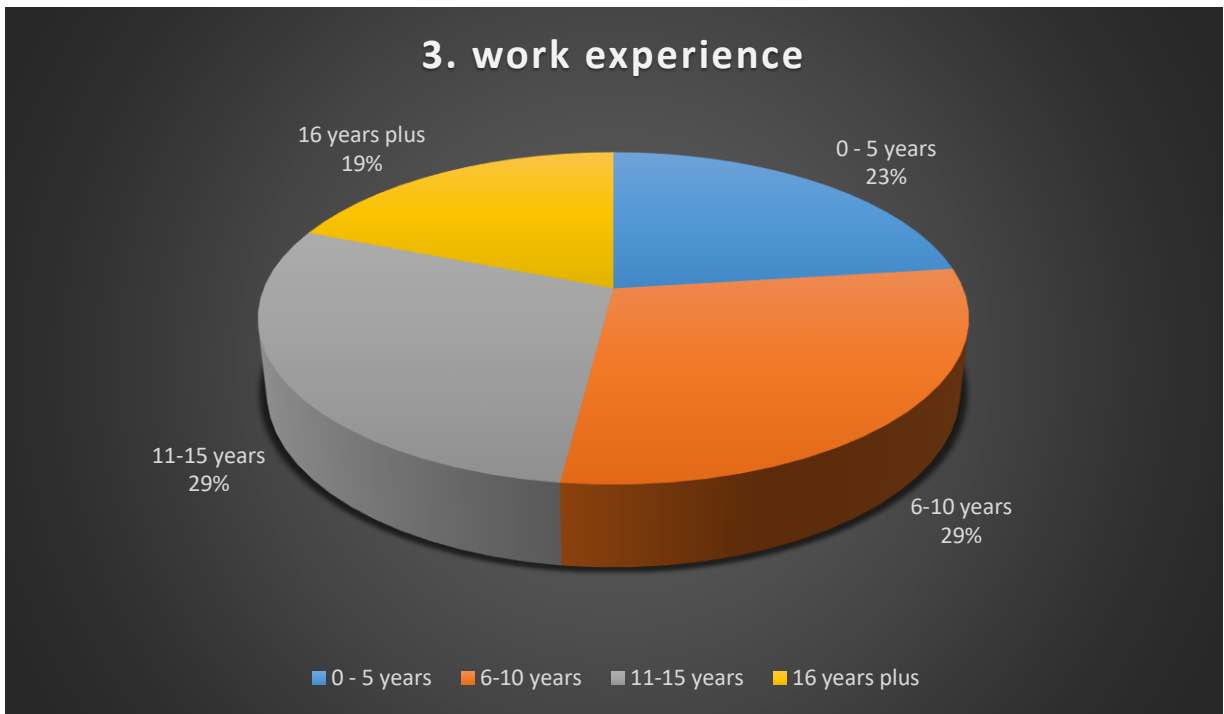


Figure 5.2: How long have you been working for Retail?

Source: Authors own construction

Response: The pie chart above represents the number of years employees have worked for the retail store. There was 19 percent for the 16 years plus in the organisation, 0 to 5 years was 23 percent spent in the company thus far and there was 29 percent for both 11 to 15 years and 6 to 10 years in the company.

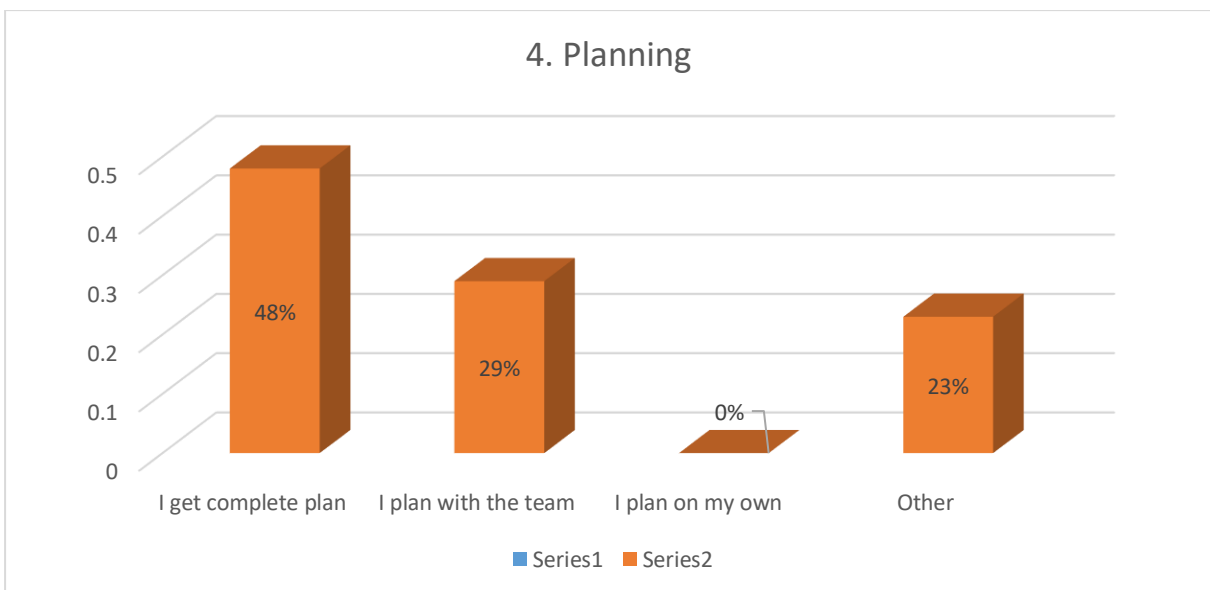


Figure 5.3: Who does the planning for the new system changes that need to be implemented in store?

Source: Authors own construction

Response: The planning of the organisation was presented in the figure above which showed that 0 percent of “I plan on my own”, 23 percent “other”, 29 percent “I plan with the team” and 48 percent stated that they receive a complete plan to implement so that means they do not plan in the organisation.

5. If other, please specify

Table 5.2: Specify other

We get a complete plan from head office and execute at store level
Company has IT specialist who does the planning

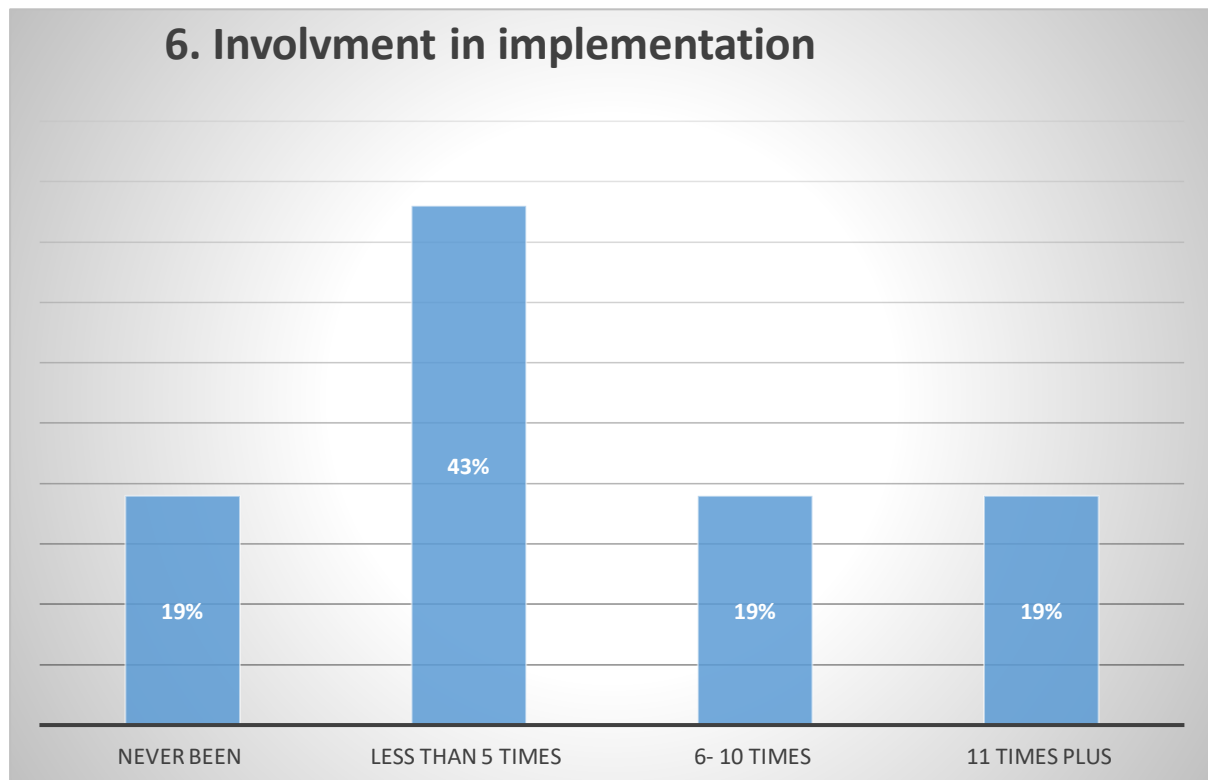


Figure 5.4: How many times did you get involved in implementation of a change in system during your life as an employee of retail store?

Source: Authors own construction

Response: The statement was talking about involvement in the implementation of the plan in the organisation. The figure above showed 19 percent 6 to 10 times and 11 percent plus was involved in the implementation of the plan, 19 percent were never involved and about 43 percent were less than 5 times in the implementation.

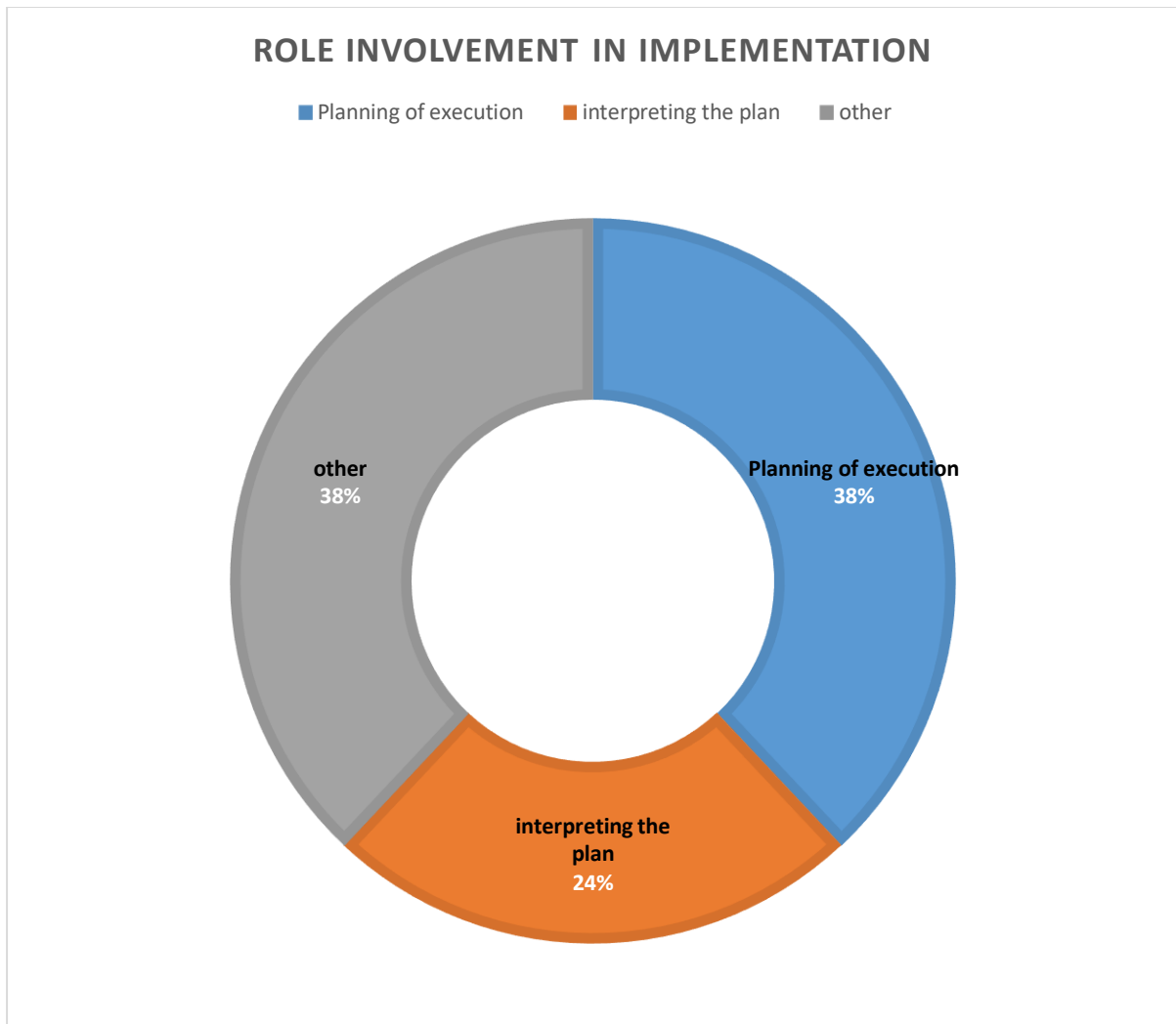


Figure 5.5: What was your role when you got involved in implementation of new system?

Source: Authors own construction

Response: In the role involvement in implementation, there was 38 percent of other and 38 percent planning execution they were involved in and interpreting the plan was 24 percent which showed the diversity of the involvement in implementation of the organisation.

8. If other, please specify your responsibilities in the space provided.

Table 5.3: Specify other

Executor
Manage change

9. Mention below anything you may find to be important for this study in regard to the above

Table 5.4: Additional information

1. My duty was to assist managers in struggling departments and training of staff
2. Changing the system should be tested before the execution date or launch date of a new system to identify any errors that could occur so as to find ways of resolving those errors before launch date
3. Those who are in the development and planning stages of system should spend time in stores or work closely with the technicians and personnel, for new system to make certain tasks flow easier by updating outdated software and improving the working environment to encourage such systems to be adopted fully for a successful execution
4. We as managers working from the stores are not involved when there are new changes
5. Time Management
6. Employees behaviour to new system
7. Adequate resources to ensure a smooth transition
8. The managers get instruction from head office and tell us how to carry the instructions
9. Deadlines of each task
10. Correct personnel for a specific job choice
11. Level of qualification
12. Get project off on the right foot
13. Execute and manage your plan
14. Teamwork
15. Planning is very important
16. Training people/staff is important when moving from old system to another
17. Proper planning includes having a risk plan
18. Communication with team members
19. Competent resources
20. Clear expectations and outcomes

5.3.2. Section B: Likert Scale

In this section, the study asked closed ended questions where the respondents were requested to answer according to the range of 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree to tick the answer accordingly.

5.3.2.1. Deciding on the change process

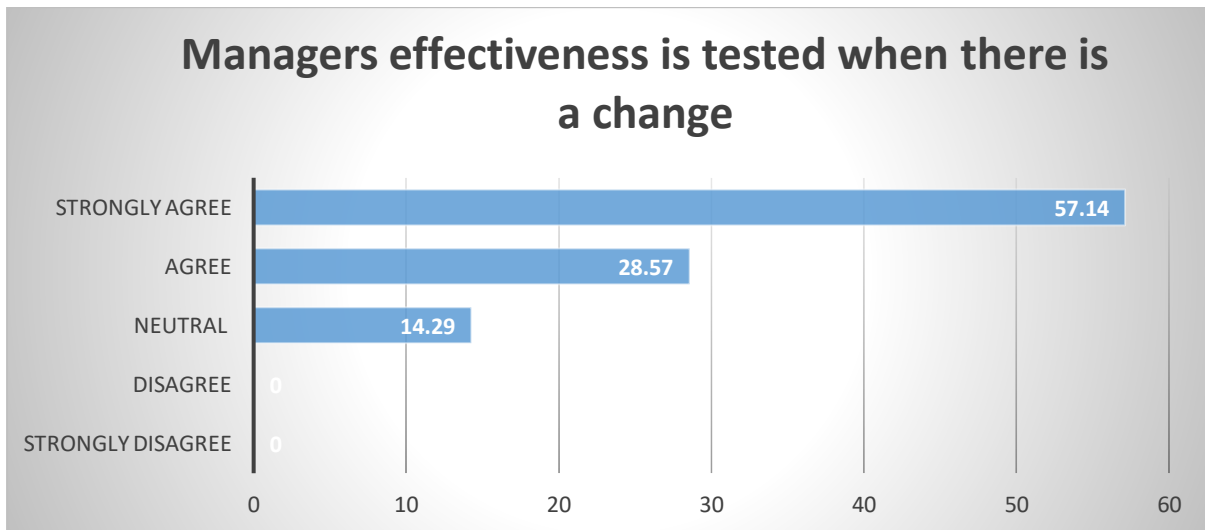


Figure 5.6: Managers' effectiveness is tested when there is a change

Source: Author's own Construction

Response: The graph above shows that there were 57,14 percent who strongly agreed, 28,57 percent who agreed, there was 14,29 percent who were neutral and 0 percent who disagreed or strongly disagreed. Therefore, it showed that 85,71 percent of the participants agreed that managers are tested when there is a change.

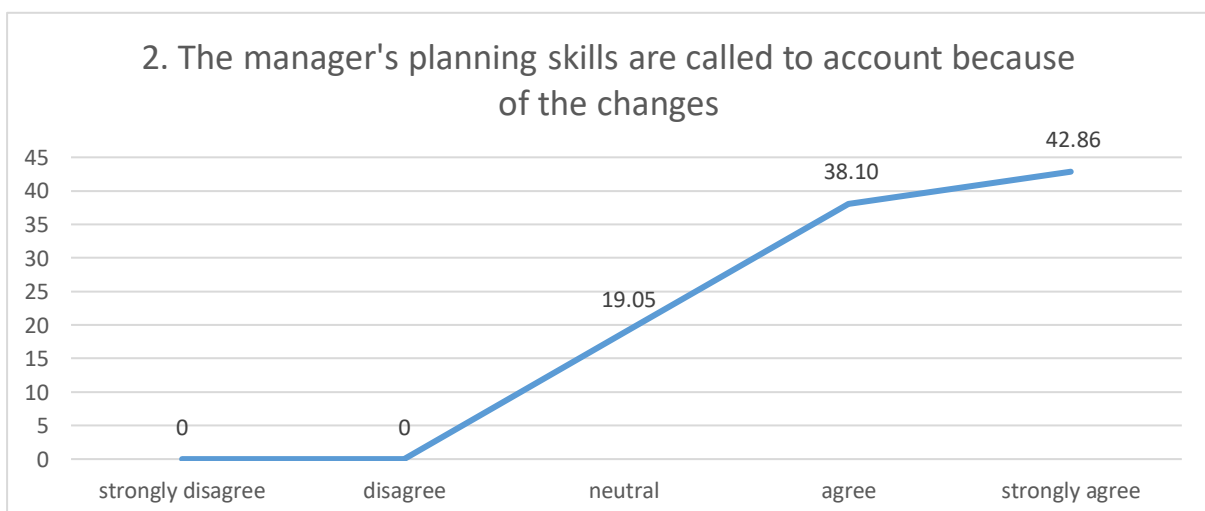


Figure 5.7: The manager's planning skills are called to account because of the changes

Source: Authors own construction

Response: The line graph presented above shows that there was 38,10 percent who agreed and 42,86 percent who strongly agreed which therefore indicated a majority of 80,96 percent agreed with the statement that managers' planning skills are called into account because of change. The remainder were neutral to this statement and there was 0 percent that disagreed with the statement.

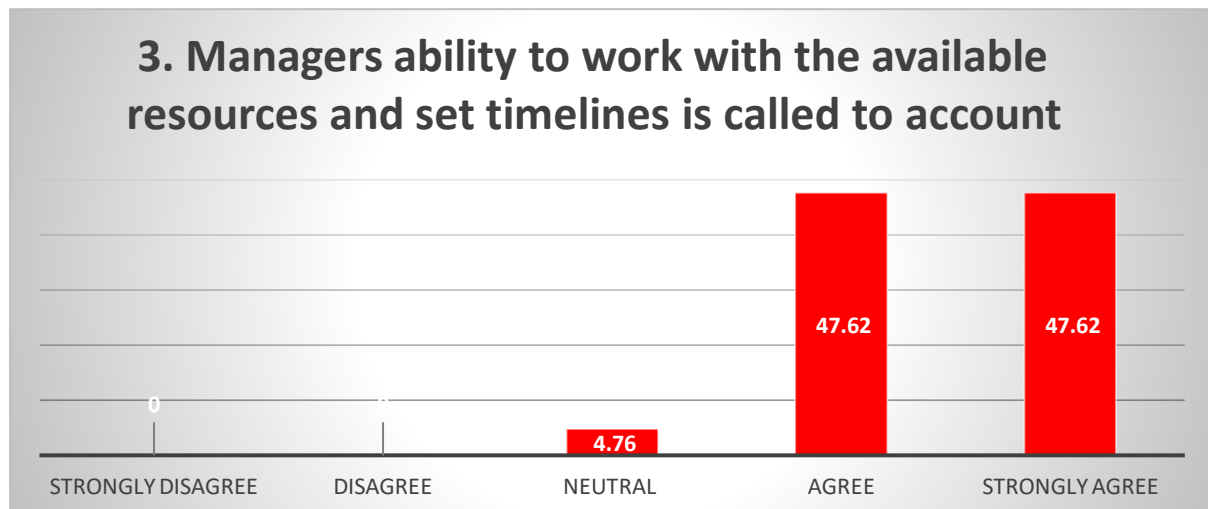


Figure 5.8: The manager's ability to work with the available resources and set timelines is called to account

Source: Authors own construction

Response: The bar chart above shows that there were a 0 percent who strongly disagreed or disagreed and only 4,76 percent were neutral. The rest, 47,62 percent, strongly agreed or agreed respectively to the statement.

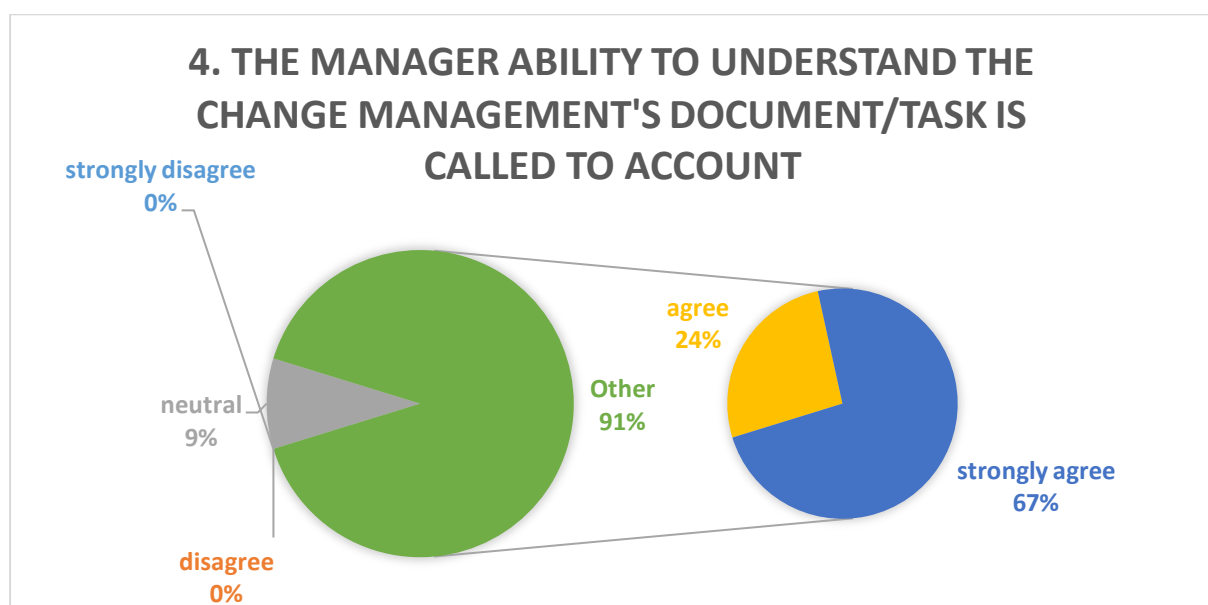


Figure 5.9: The manager's ability to understand the change management's document/task is called to account

Source: Authors own construction

Response: The pie chart above presents 0 percent who disagreed or strongly disagreed on the statement, 9 percent were neutral and 91 percent agreed and strongly agreed to the statement of the pie chart.

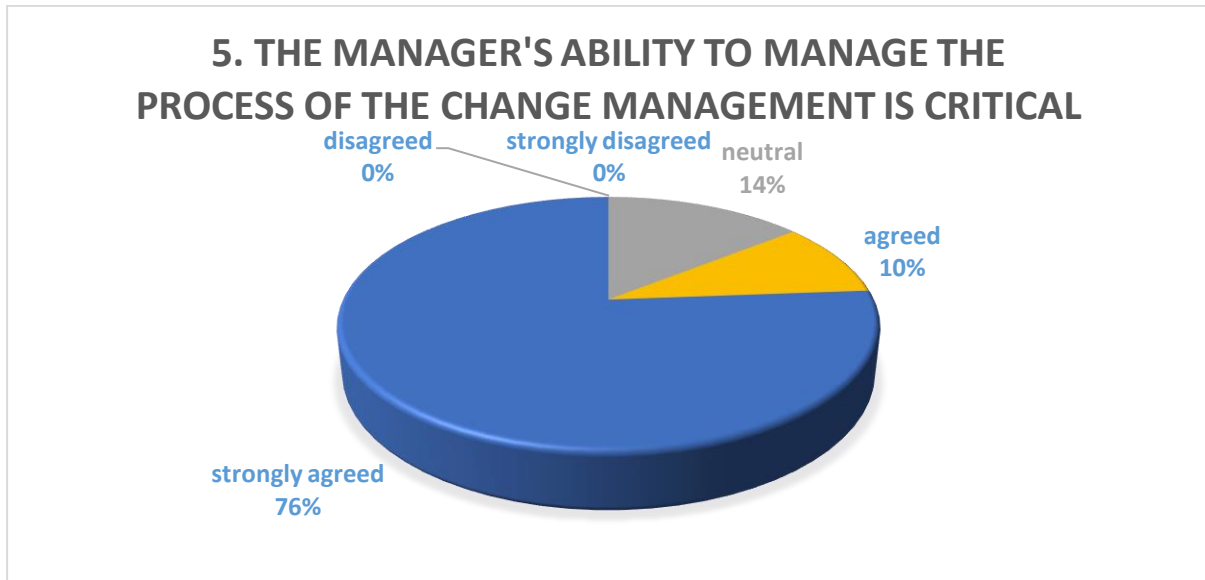


Figure 5.10: The manager's ability to manage the process of change management is critical

Source: Authors own construction

Response: The pie chart above shows that 86 percent agreed to the statement where 76 percent strongly agreed and 10 percent agreed, where there was no disagreement or strongly disagreement, 14 percent were neutral to the given statement.

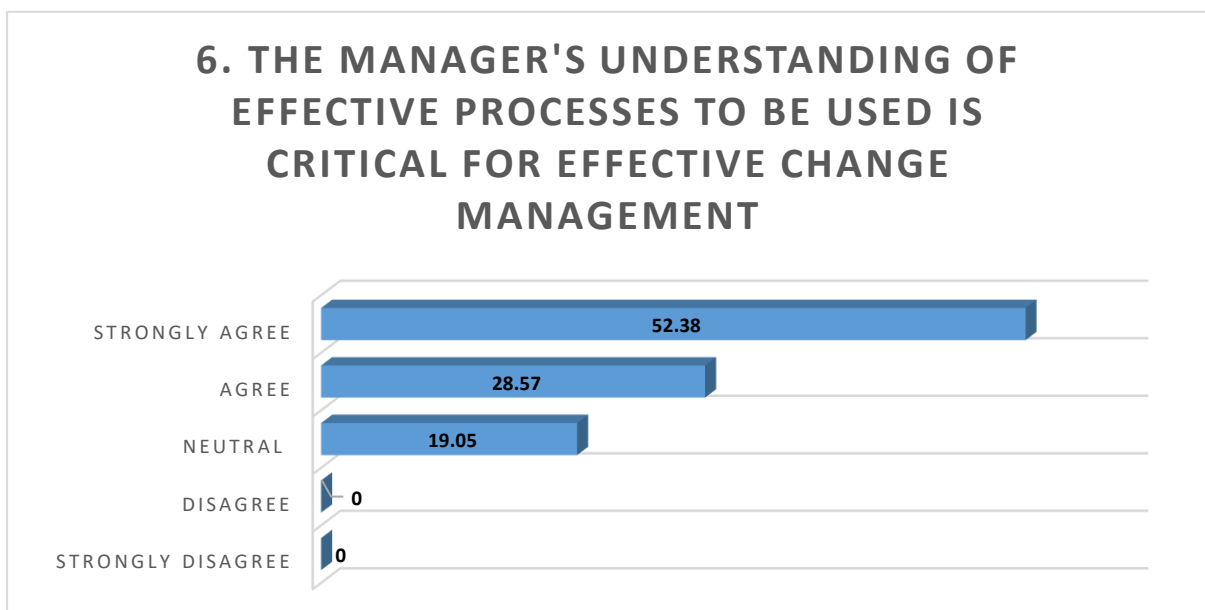


Figure 5.11: The manager's understanding of effective processes to be used is critical for effective change management

Source: Authors own construction

Response: The bar graph above showed that 52,38 percent of the participants strongly agreed and 28,57 percent agreed. There was a total of 80,95 percent who were in consensus with the statement, while 0 percent strongly disagreed or disagreed, 19,05 percent were neutral.

5.3.2.2. Classifying the type of change

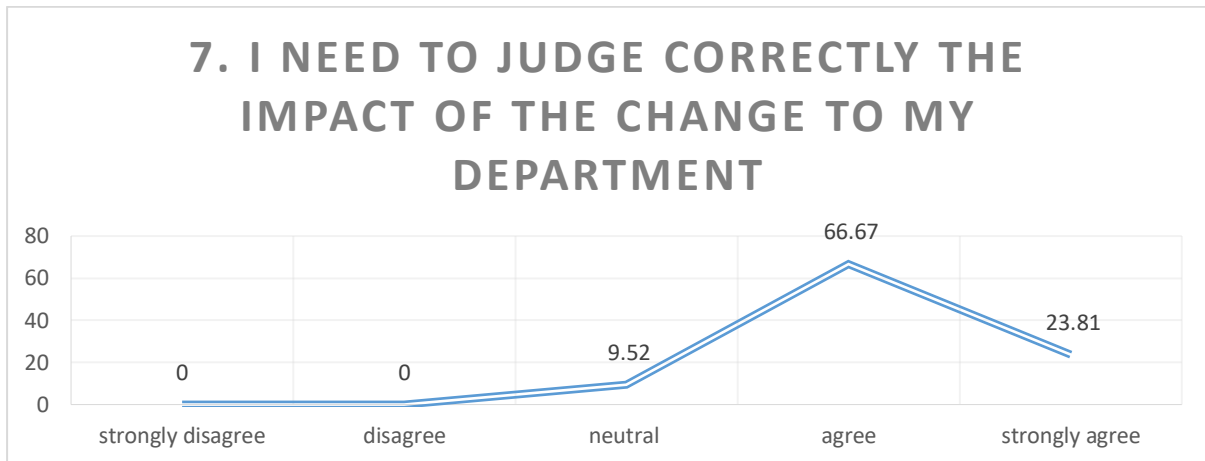


Figure 5.12: I need to correctly judge the impact of the change to my department

Source: Authors own construction

Response: The line graph above, showed the judged impact correctly to change the manager's department. The presentation showed 0 percent strongly disagreed or disagreed. 9,52 percent were neutral, 90,48 percent agreed that there has to be a correct judgement into the impact on change and 66,67 percent agreed and 23,81 percent strongly agreed.

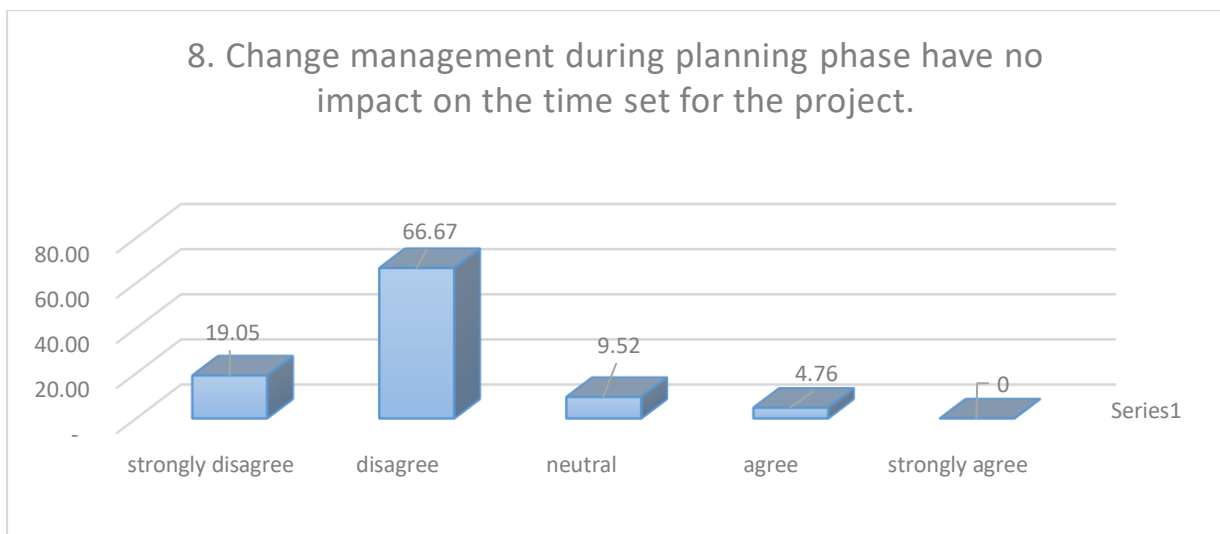


Figure 5.13: Change management during planning phase have no impact on the time set for the project

Source: Authors own construction

Response: The bar graph above showed 19,05 percent who strongly disagreed, 66,67 percent who disagreed, 9,52 percent who were neutral and only 4,76 percent who agreed and 0 percent who strongly agreed. Therefore, the majority of the participants disagreed with the statement.

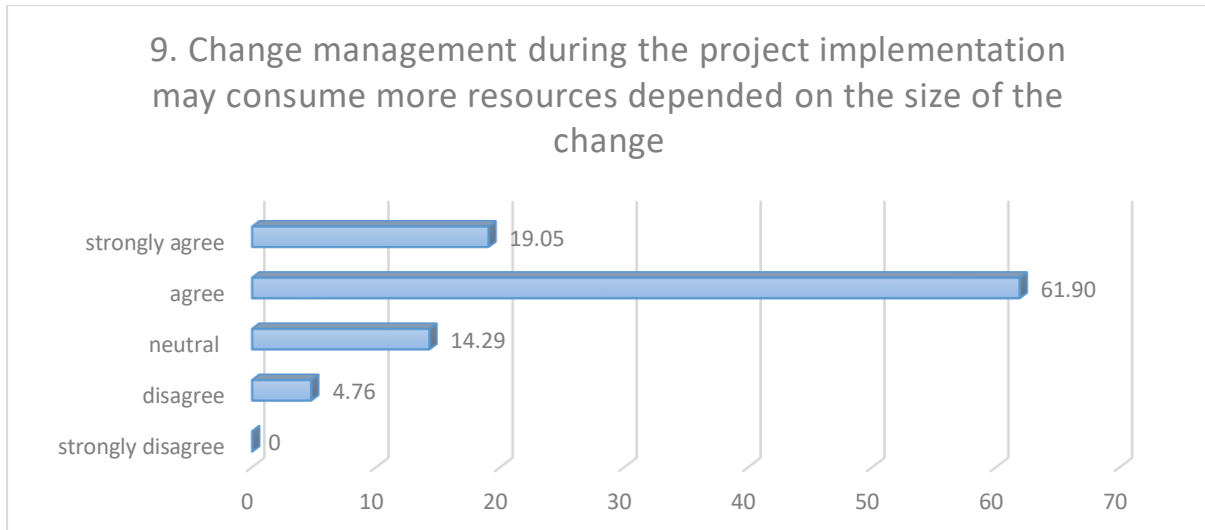


Figure 5.14: Change management during the project implementation may consume more resources depended on the size of the change

Source: Authors own construction

Response: The bar graph above showed that 19,05 percent strongly agreed, 61,90 percent agreed, 14,29 percent were neutral, and 4,76 percent disagreed and 0 percent strongly disagreed. The majority agreed with the statement.

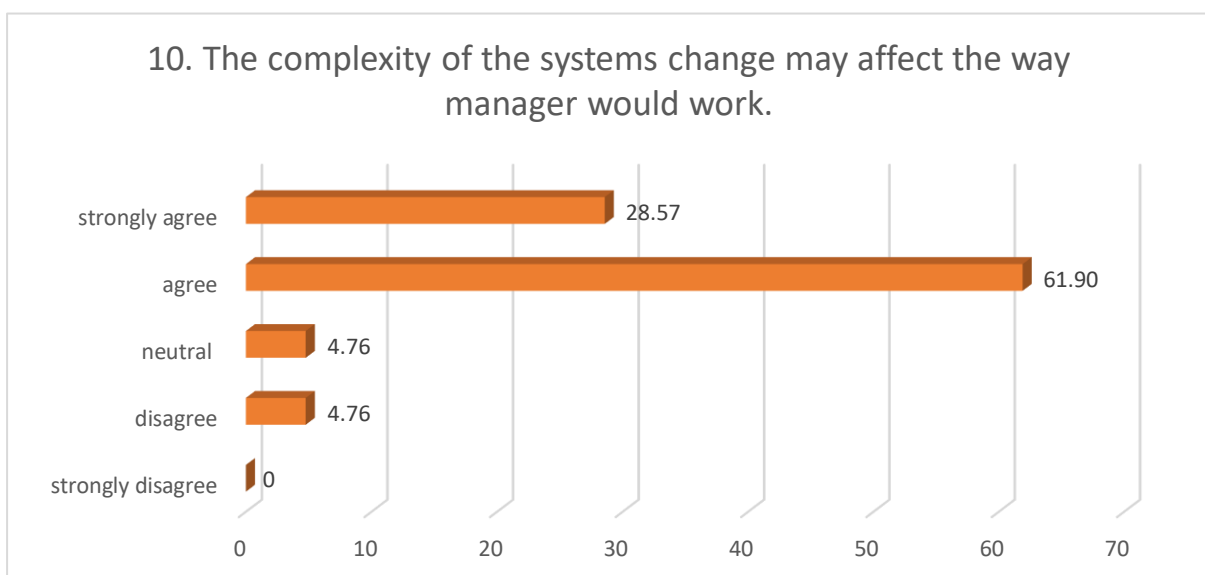


Figure 5.15: The complexity of the systems change may affect the way manager would work

Source: Authors own construction

Response: The bar graph above showed that 90,47 percent agreed, 28,57 percent strongly agreed and 61,90 percent agreed. The were 4,76 percent who were neutral and 4,76 percent disagreed while 0 percent strongly disagreed.

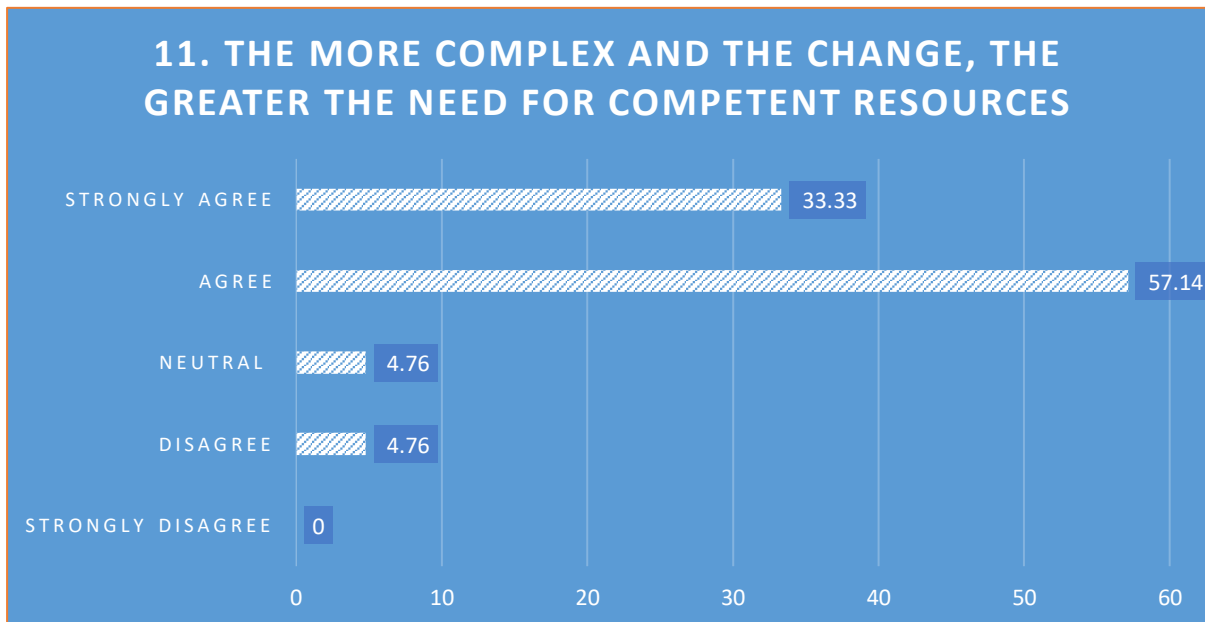


Figure 5.16: The more complex and the change, the greater the need for competency

Source: Authors own construction

Response: The figure above showed that 33,33 percent strongly agreed, 57,14 percent agreed. 4,76 percent were neutral and 4,76 percent disagreed, 0 percent strongly disagreed.

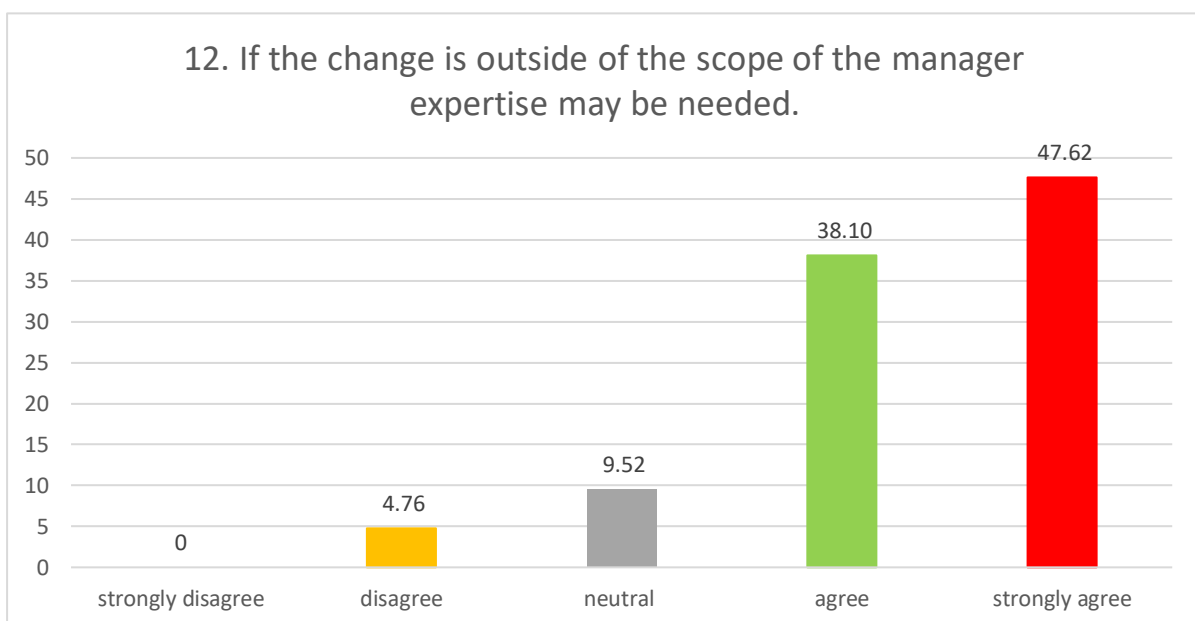


Figure 5.17: If the change is outside of the scope of the manager expertise may be needed

Source: Authors own construction

Response: In the bar graph above 0 percent strongly disagreed, 4,76 percent disagreed, 9,52 percent were neutral, 38,10 percent agreed and 47,62 percent strongly agreed.



Figure 5.18: To the extent, where there is need for external consultancy the manager losses the control

Source: Authors own construction

Response: The line graph above showed that 4,76 percent strongly disagreed, 23,81 percent disagreed, 47,62 percent were neutral, 14,29 percent agreed and 9,52 percent strongly agreed.

5.3.2.3. Communicating changes management; to be effective



Figure 5.19: As a manager I need to communicate change management to all store employees

Source: Authors own construction

Response: The figure above showed that 14,29 percent were neutral, 9,52 percent agreed and 76,19 percent strongly agreed. 0 percent disagreed or strongly disagreed. Thus, the majority strongly agreed to the statement.



Figure 5.20: It may take time for store employees to buy in to the change management

Source: Author's own construction

Response: The figure above showed a high percentage of agreed and strongly agreed responses which was equal to 90 percent, 0 percent disagreed and strongly disagreed, 10 percent were neutral to the statement.

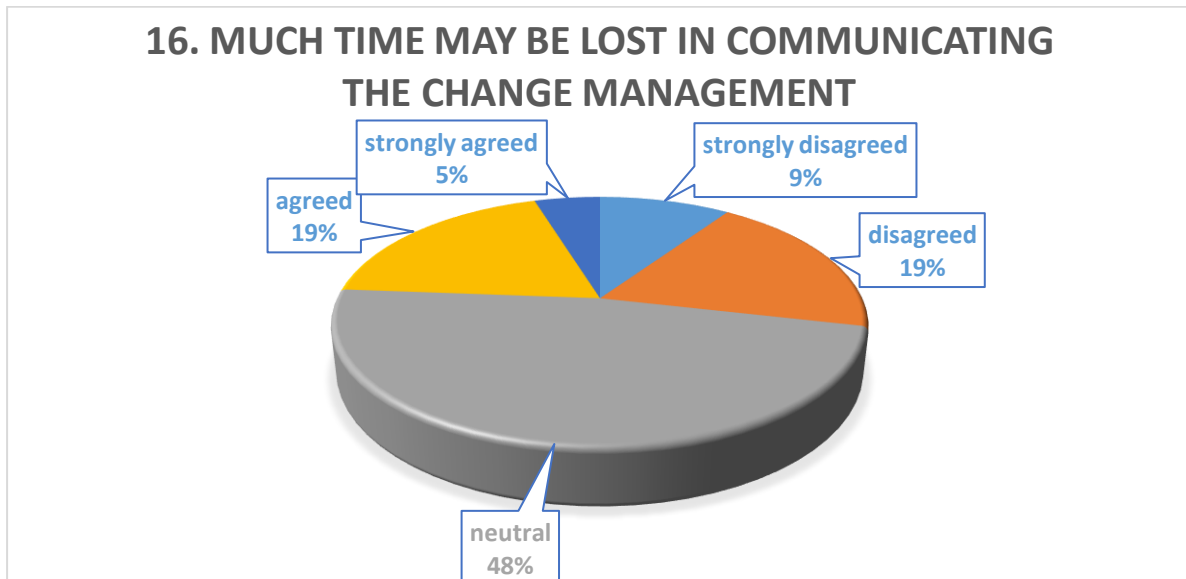


Figure 5.21: Much time may be lost in communicating the change management

Source: Author's own construction

Response: The figure above shows that 9 percent strongly disagreed, 19 percent disagreed, 48 percent were neutral, 19 percent agreed and 5 percent strongly agreed. Thus, the majority were neutral to this statement.

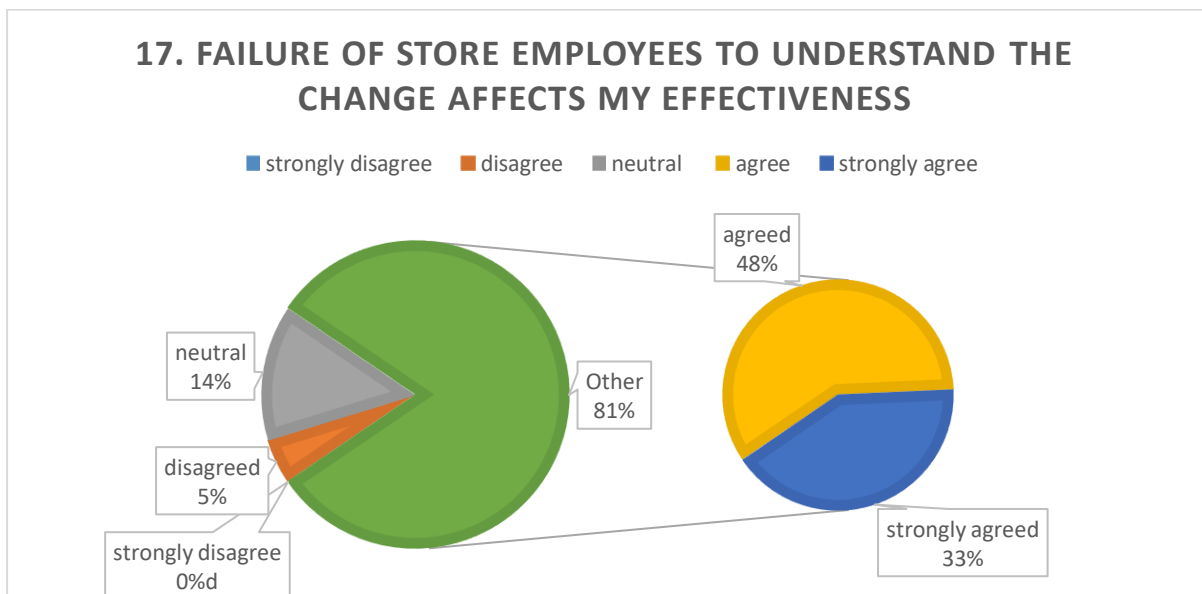


Figure 5.22: Failure of store employees to understand the change affects my effectiveness

Source: Author's own construction

Response: The pie chart above showed a high agreement to the statement which was 81 percent where it was shared by 48 percent who agreed and 33 percent who strongly agreed, 14 percent were neutral, 5 percent disagreed, 0 percent strongly disagreed.

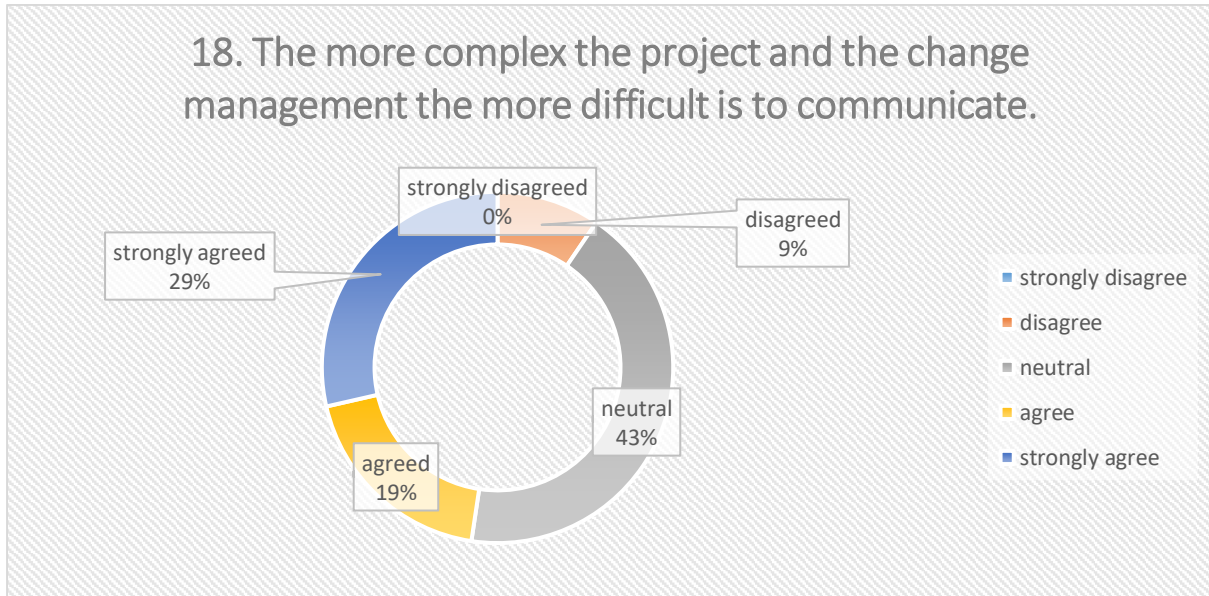


Figure 5.23: The more complex the project and the change management the more difficult is to communicate

Source: Author's own construction

Response: The diagram above showed that 0 percent strongly disagreed, 9 percent disagreed, 43 percent were neutral, 19 percent agreed and 29 percent strongly agreed which proved that the majority supported the statement.

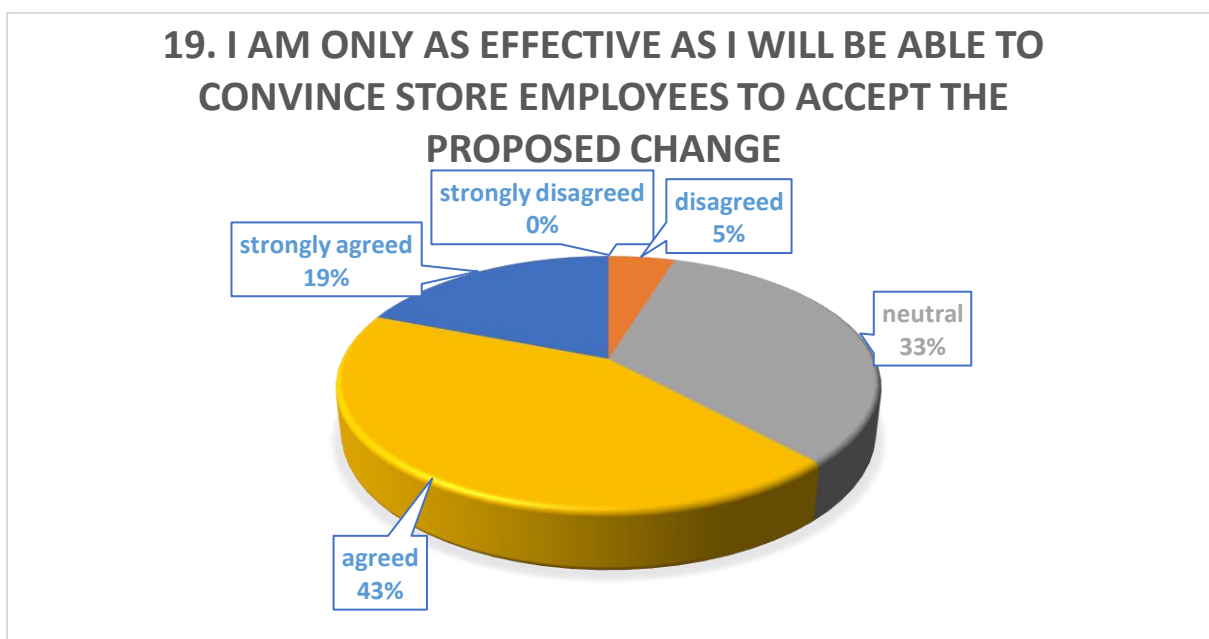


Figure 5.24: I am only as effective as I will be able to convince store employees to accept the proposed change

Source: Author's own construction

Response: The pie chart above showed that 0 percent strongly disagreed, 5 percent disagreed, 33 percent were neutral, 43 percent and 19 percent agreed and strongly agreed with the statement.

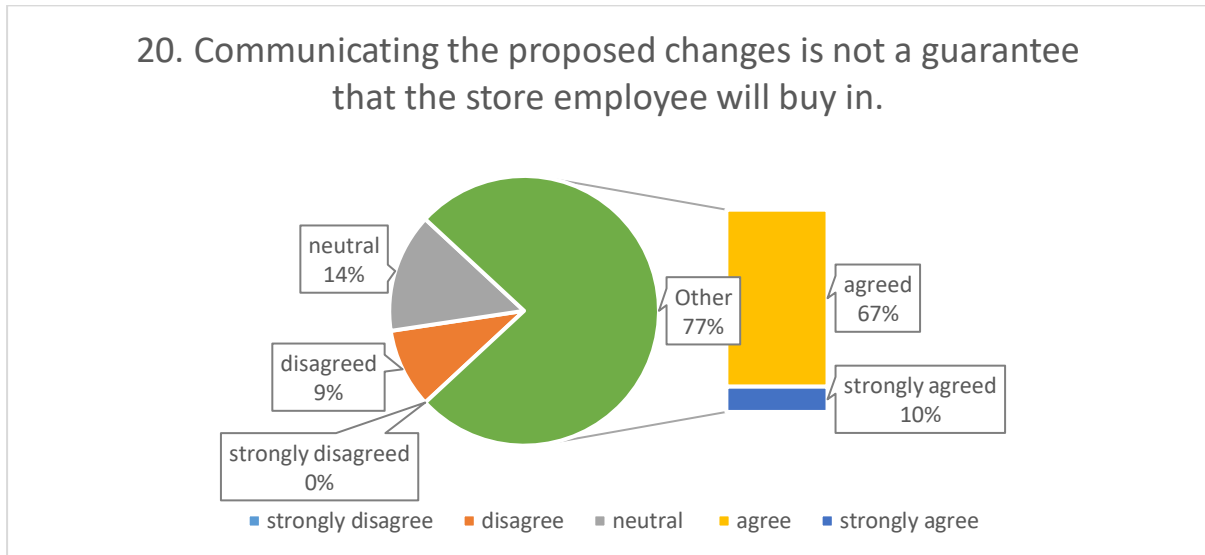


Figure 5.25: Communicating the proposed changes is not a guarantee that the store employee will buy in.

Source: Author's own construction

Response: The pie chart above showed 77 percent strongly agreed and agreed, 9 percent disagreed and strongly disagreed, 14 percent were neutral. Which meant that the majority supported the statement.

5.3.2.4. Change management is teamwork

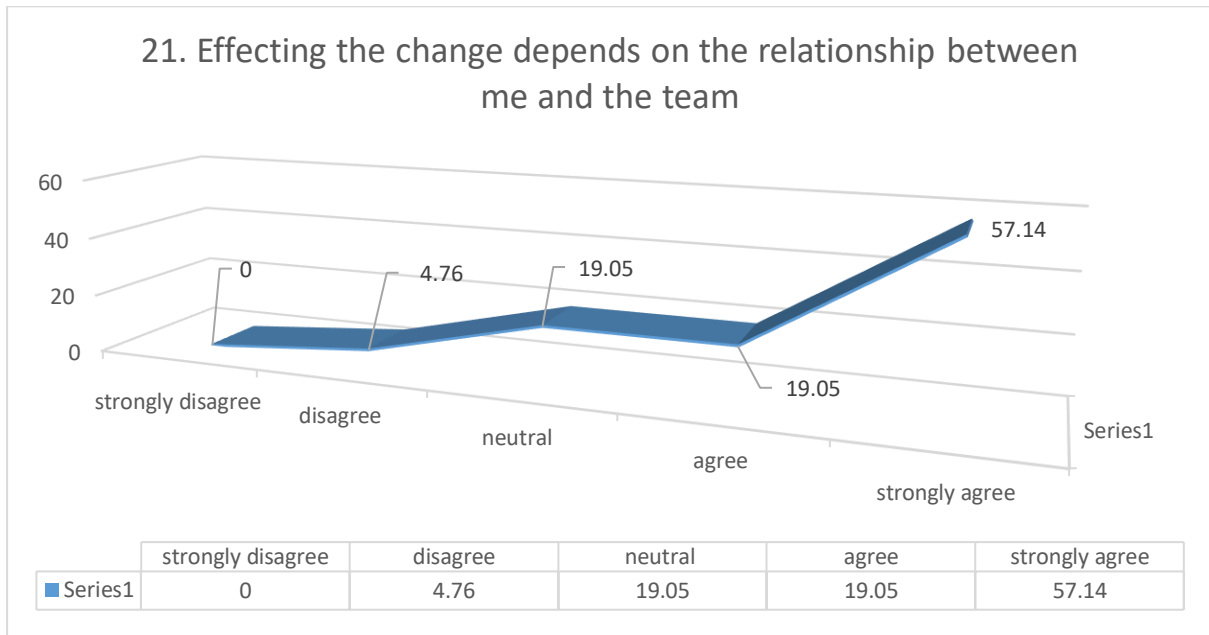


Figure 5.26: Effecting the change depends on the relationship between me and the team

Source: Authors own construction

Response: The figure above showed that 76,19 percent agreed, 57,14 percent strongly agreed, 19,05 percent agreed, 19,05 percent were neutral and 4,76 percent disagreed with the statement.

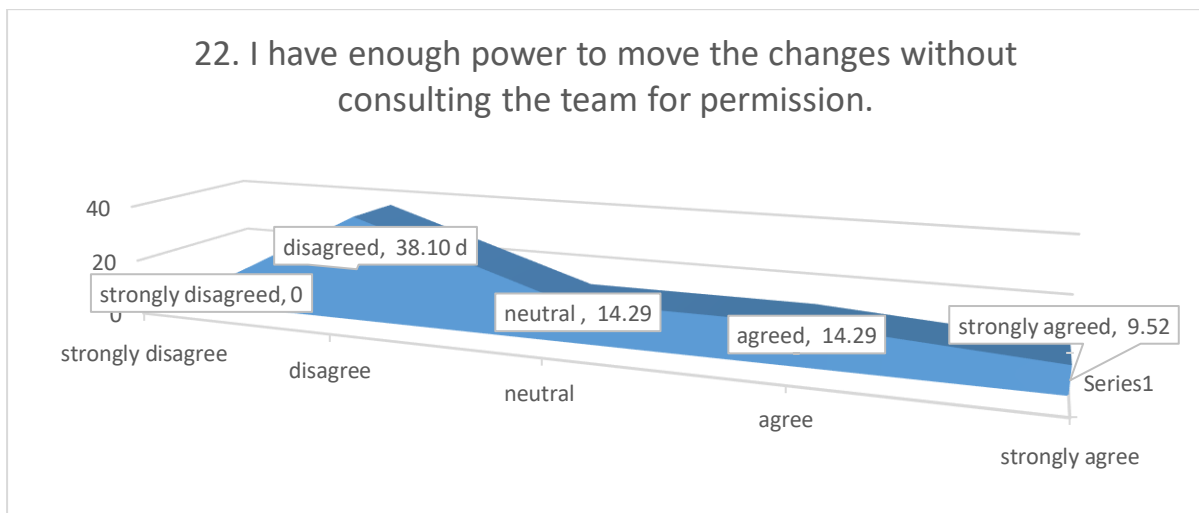


Figure 5.27: I have enough power to move the changes without consulting the team for permission.

Source: Authors own construction

Response: In the statement above, the researcher wanted to find out if having enough power to move changes without consulting the team for permission was acceptable. The figures showed 0 percent strongly disagreed, 38,10 percent disagreed, 14,29

percent were neutral as well as agreed and 9,52 percent strongly agreed. The 38,10 percent had an edge to disagree with the statement because there was not that much power to move change without permission.

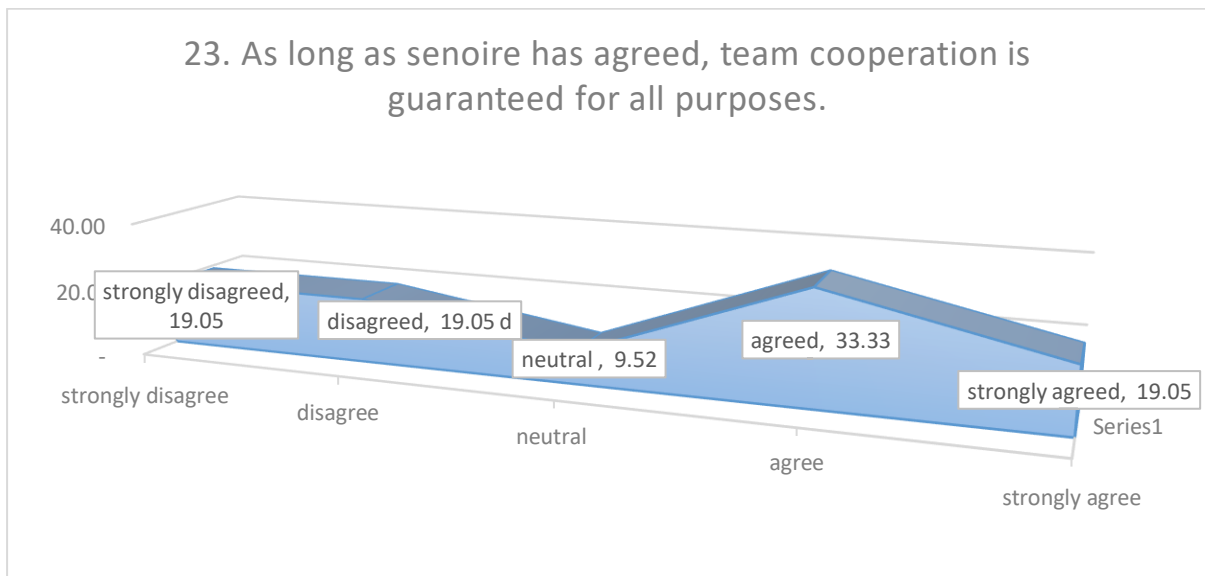


Figure 5.28: As long as senior management has agreed, team cooperation is guaranteed for all purposes

Source: Authors own construction

Response: The figure above showed that 19,05 percent strongly disagreed and disagreed, 19,05 percent strongly agreed and 9,52 were neutral, 33,33 percent agreed.

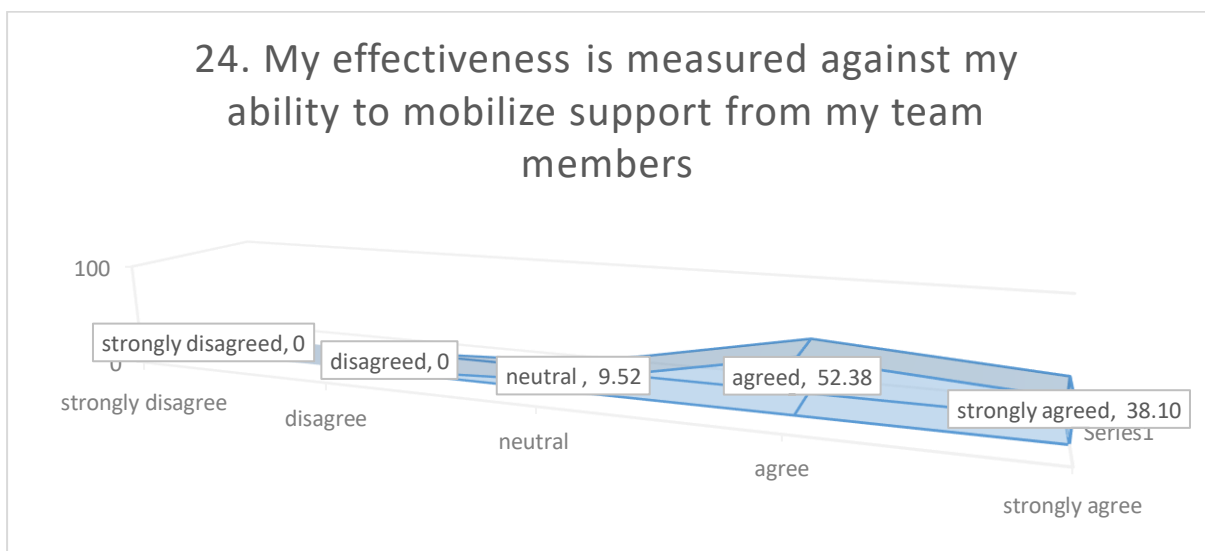


Figure 5.29: My effectiveness is measured against my ability to mobilize support from my team members

Source: Authors own construction

Response: The diagram above showed that 90,48 percent agreed and strongly agreed and 9.52 percent were neutral and none disagreed or strongly disagreed.

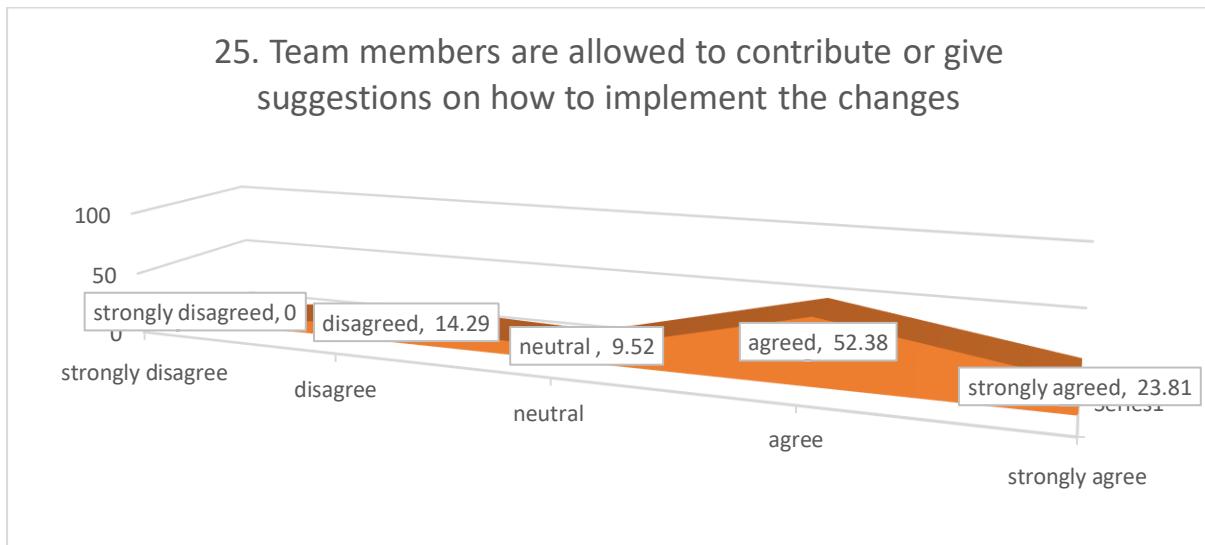


Figure 5.30: Team members are allowed to contribute or give suggestions on how to implement the changes

Source: Authors own construction

Response: The diagram above showed that 0 percent strongly disagreed, 14,29 percent disagreed, 9,52 percent were neutral, 52,38 percent agreed and 23,81 percent strongly agreed. The majority agreed to the statement.

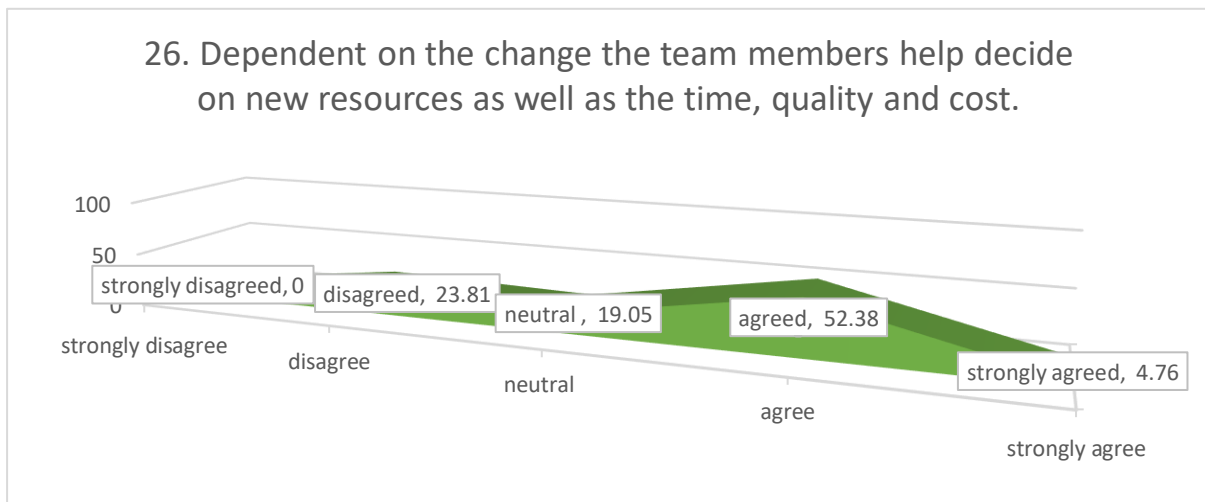


Figure 5.31: Dependent on the change the team members help decide on new resources as well as the time, quality and cost.

Source: Authors own construction

Response: The figure above showed that 0 percent strongly disagreed, 23,81 percent disagreed, 19,05 percent were neutral, 52,38 percent agreed and 4,76 percent strongly agreed. Thus, the agreements dominated the statement in the figure.

5.3.2.5. Factors that affect the employee morale

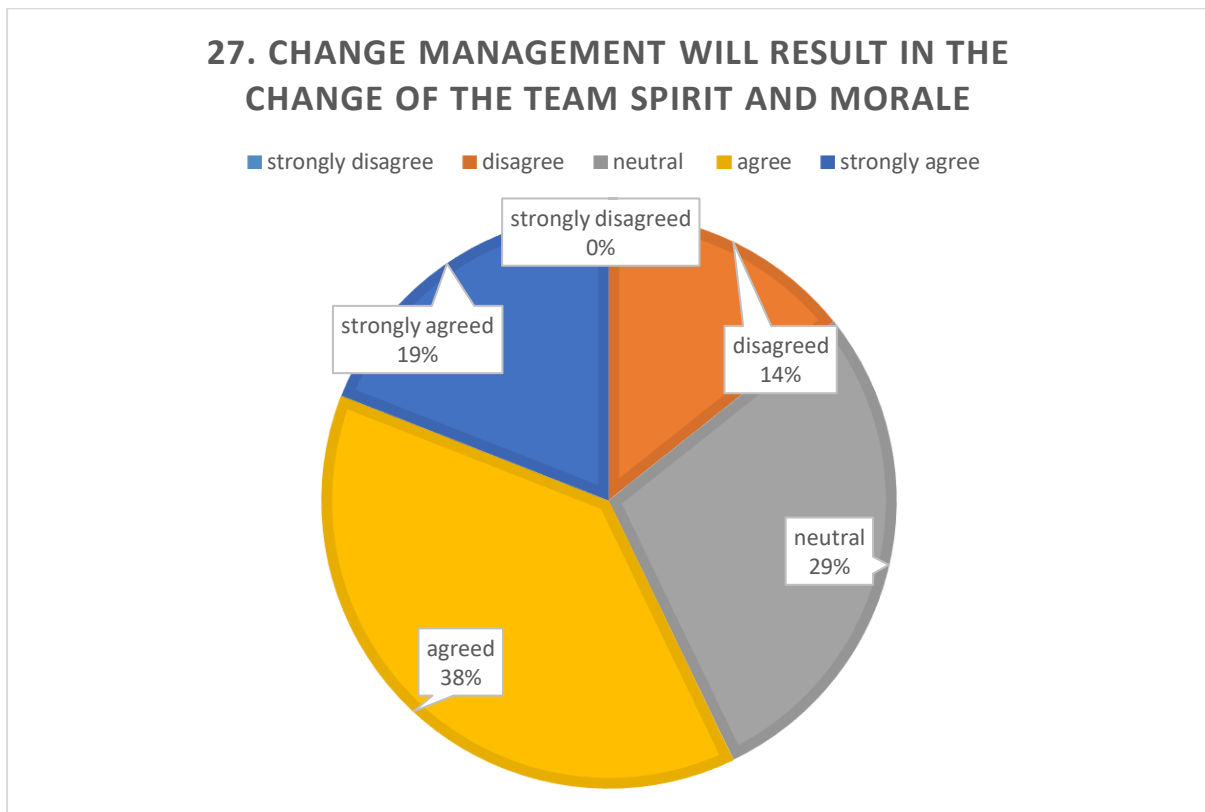


Figure 5.32: Change management will result in the change of the team spirit and morale

Source: Authors own construction

Response: The pie chart above showed 0 percent strongly disagreed, 14 percent disagreed, 29 percent were neutral, 38 percent agreed and 19 percent strongly agreed which showed the majority agreed with the statement.

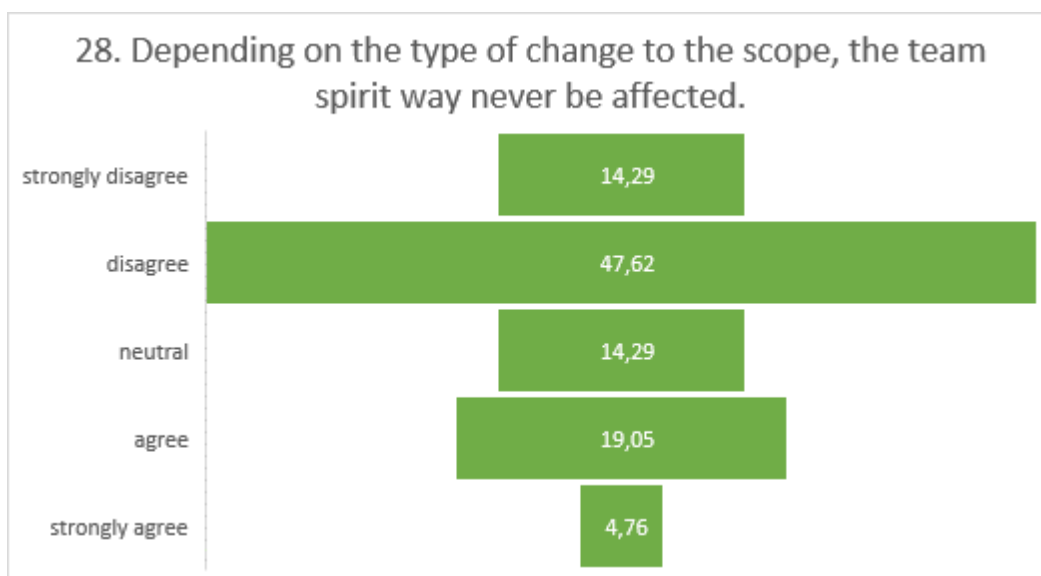


Figure 5.33: Depending on the type of change to the scope, the team spirit may never be affected.

Source: Authors own construction

Response: Figure 5.33 above showed that 14,29 percent strongly disagreed, 47,62 percent disagreed, 14,29 percent were neutral, 19,05 percent agreed and 4,76 percent strongly agreed. The majority disagreed with the statement.

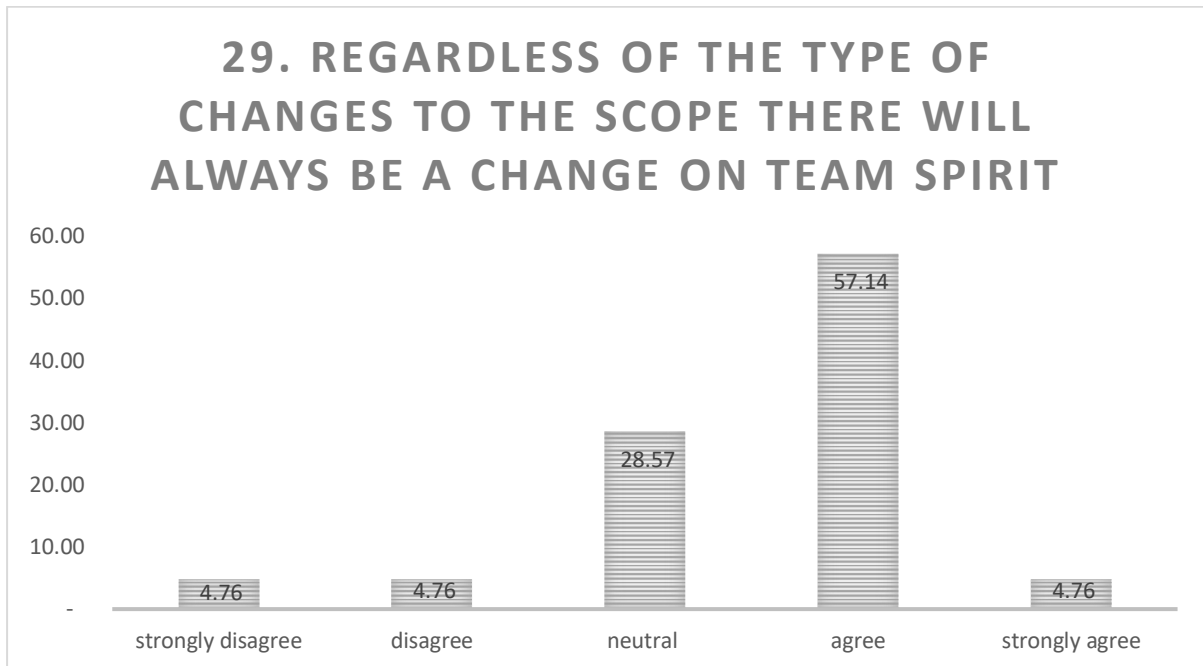


Figure 5.34: Regardless of the type of changes to the scope there will always be a change on team spirit

Source: Authors own construction

Response: The figure above showed that 4,76 percent strongly agreed, strongly disagreed and disagreed, 28,57 percent were neutral and 57,14 percent agreed. There were 61,90 percent who agreed to the statement.

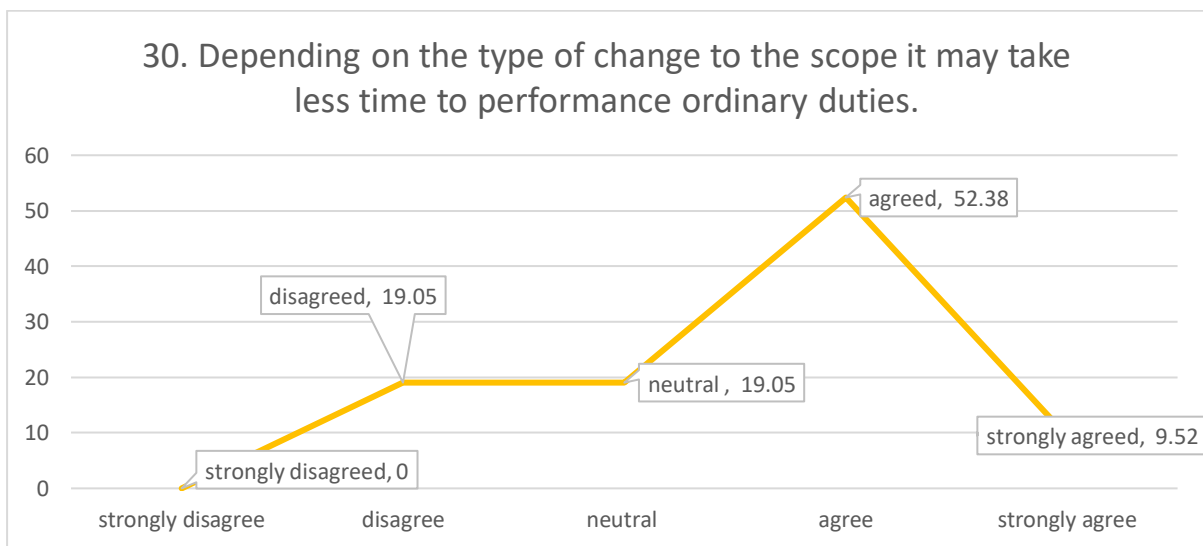


Figure 5.35: Depending on the type of change to the scope it may take less time to perform ordinary duties

Source: Authors own construction

Response: The line graph above showed that 9,52 percent strongly agreed, 52,38 percent agreed, 19,05 percent were neutral and disagreed, 0 percent strongly disagreed. It clearly showed that 61,90 percent agreed with the statement.

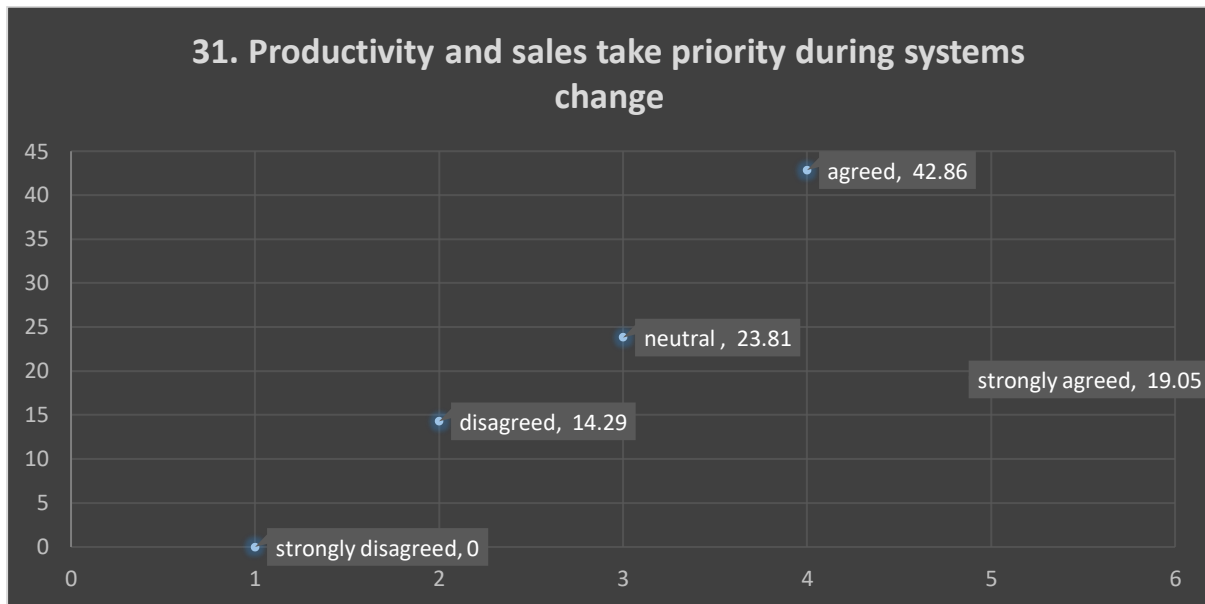


Figure 5.36: Productivity and sales take priority during systems change

Source: Authors own construction

Response: The figure above showed that 0 percent strongly disagreed, 14,29 percent disagreed, 19,05 percent strongly agreed, 23,81 percent were neutral and 42,86 percent agreed. Therefore, it showed that 61,91 percent agreed that productivity and sales take place during the system change.

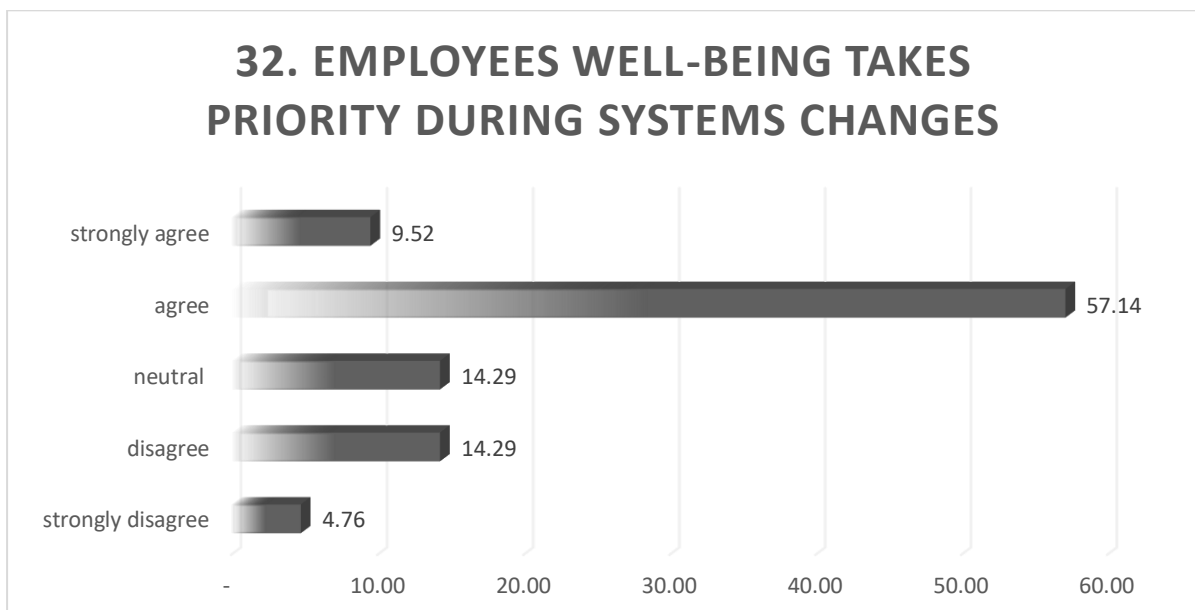


Figure 5.37: Employees' well-being and adaptation takes priority during systems changes

Source: Authors own construction

Response: The bar graph above showed the employees well-being taking priority during the system change.

The results showed that 4,76 percent of strongly disagreed, 14,29 percent disagreed and were neutral, 57,14 percent agreed and 9,52 percent strongly agreed. The organisation showed that the employees were well taken care of by 66,66 percent.

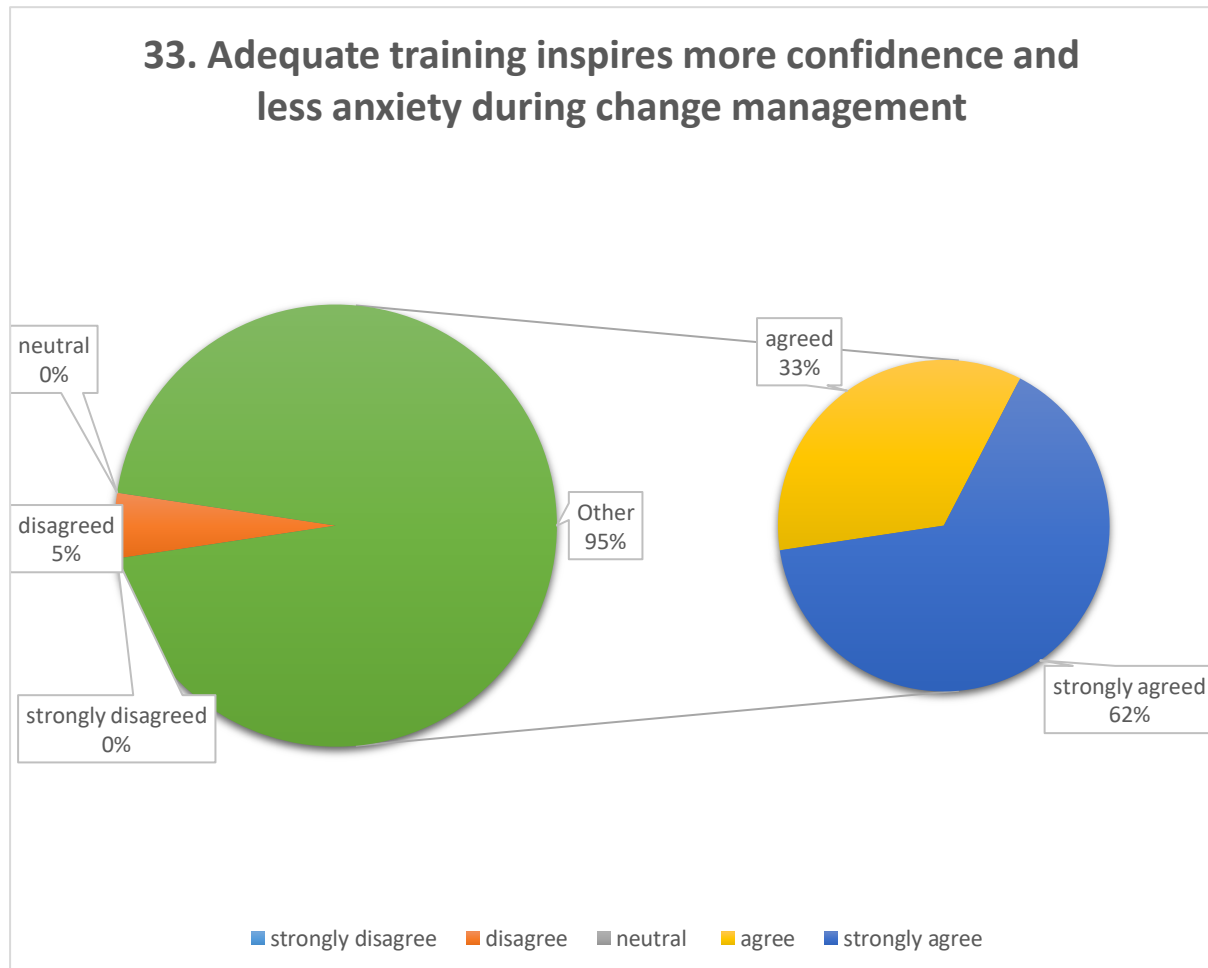


Figure 5.38: Adequate training inspires more confidence and less anxiety during change management

Source: Authors own construction

Response: The figure above showed the responses made on the basis of adequate training to inspire confidence and less anxiety when there is a change management taking place.

The pie chart above showed that 0 percent were neutral and strongly disagreed, 95 percent agreed on the statement which consisted of 33 percent agreed and 62 percent strongly agreed which showed that there was enough training to inspire employees.

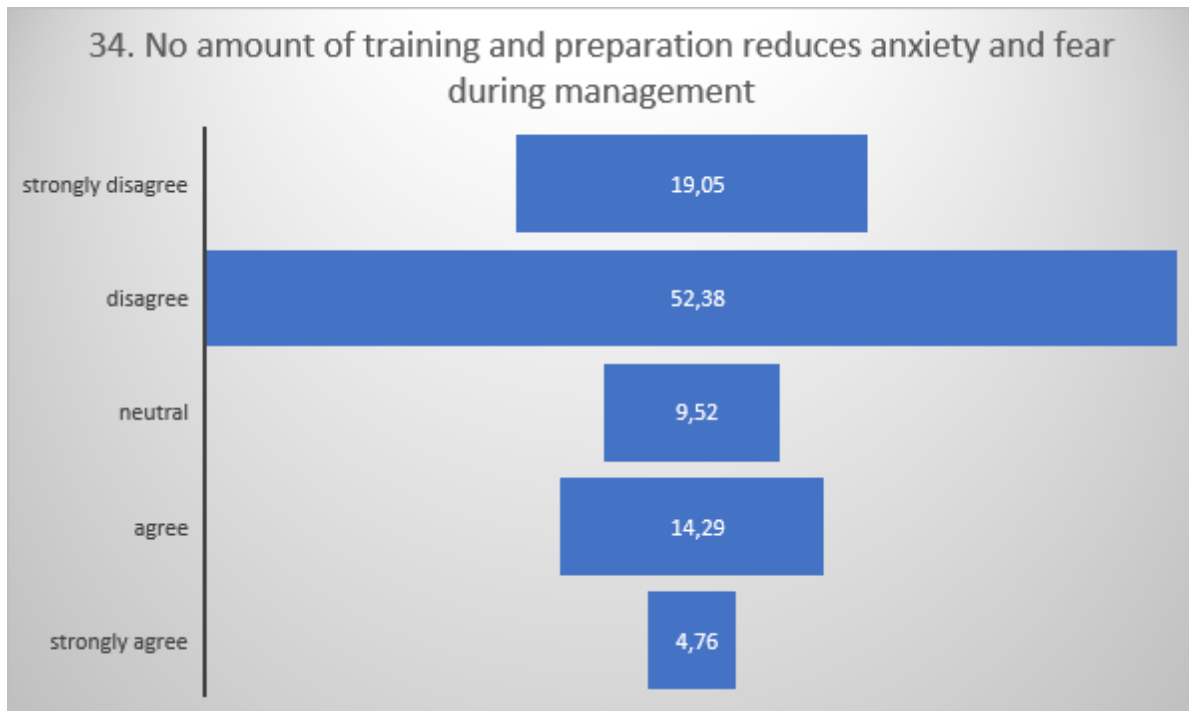


Figure 5.39: No amount of training and preparation reduces anxiety and fear during change management

Source: Authors own construction

Response: The above figure represents the findings of the training or preparation to reduce anxiety. The figure showed that 4,76 percent strongly agreed, 14,29 percent agreed that there is no training that reduces anxiety of fear during management change operations, total of 19,05 percent agreed, 9,52 percent were neutral, 52,38 percent disagreed and 19,05 percent strongly disagreed. Therefore, a total of 71,43 percent disagreed with the statement.

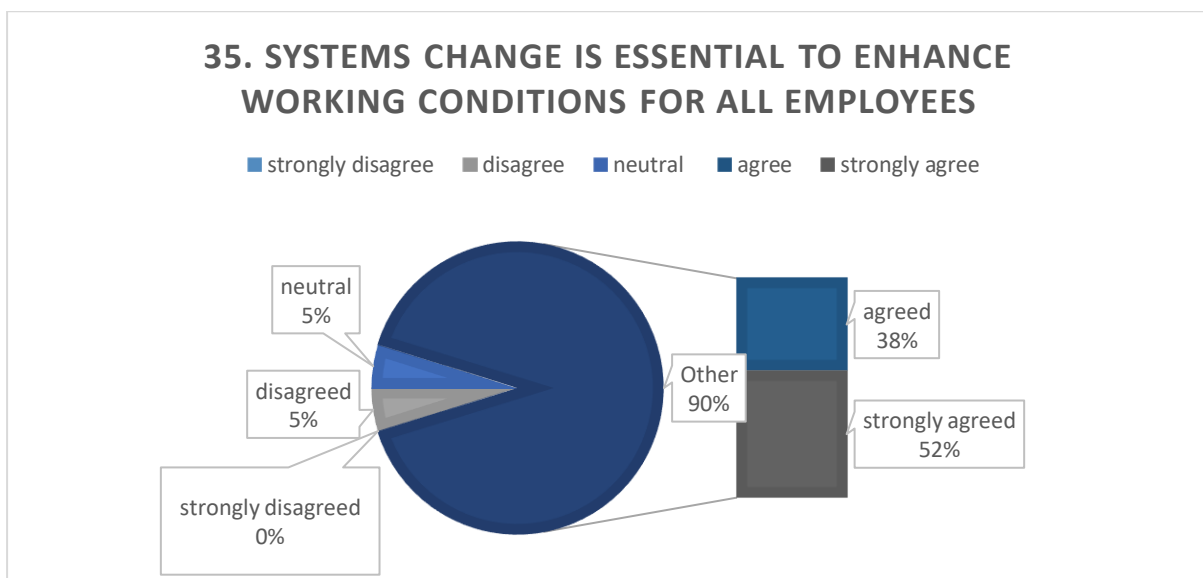


Figure 5.40: Systems change is essential to enhance working conditions for all employees

Source: Authors own construction

Response: The pie chart above looked at whether the change of the system made it easy for employees to work effectively. The chart above showed 90 percent strongly agreed and agreed who believe that it was essential to have systems change for working conditions for the employees. The 10 percent is from 5 percent neutral, 5 percent disagreed and 0 percent strongly disagreed.

5.3.3. Section C: Open-ended Questions

In this section the study looked at the open-ended questions where the participants shared their opinions which merged very well with the section on the close ended questions but in this case the study allowed the participants to express their feelings. The section consists of three questions.

Request 1. Are there any particular problems you would want to discuss as a manager/store employee as they relate to system change, please discuss in point form in the section that follows.

- a) What are the traditional difficulties you come across during change management?

Reluctance to change from older employees.
Some changes prolonged duties that were done faster on the older system.
Long serving and senior employees are reluctant to system change. They feel that they are too old to learn new ways and be afraid of failure.
Time not enough is given to train and execute during change management effectively especially in the retail field.
Various changes on a monthly basis while maintaining daily store tasks and services.
Staff ability to adapt is much more advance if communication correctly the problems is managers are only equipped with a notice which is self-exploratory but does not give room for questions by staff, managers most of the time cannot answer any question given by staff.
In the beginning of the change there is always that one or two things we can't find from the system or struggle to find your way in the system.
Systems usually go offline or freeze while one is busy with them.

Each manager is unique.

b) List below the 4 most effective ways of handling change management from your experience during change from OBS to SAP

Enough training.

Assurance that everyone will keep their jobs.

Communication with store staff from the planning of change management is crucial and may be out the process to be followed.

Wellbeing of staff and readiness for change is important.

To get the buy in of the staff.

Reaching out for assistance from other stores and trainers who have been introduced to the SAP system before myself.

Making mistakes helped as we learn from training and having actively do the task on store level was different than during the training week, each mistake taught us to do better.

Follow procedure from the start and not deviate thinking there is a fastest way somehow, procedures are there to be followed.

More training.

Planning.

Cooperation.

Understanding.

Request 2. What are the four most common mistakes made by managers/store staff during system change?

Offering too little training to staff not asking for clarity from Head office about certain process they do not understand.

managers changing the plan without consulting with the staff.

Managers not valuing staff input.

Staff being negative towards the new system without giving it a chance.

Ineffective communication from management.

Changes are not always welcomed and therefore takes longer to understand and execute system changes successfully.

poor understanding from the management which leads to poor communication to staff, the fear of asking questions to those that could assist to not seem as though not to know of.

Communication.

Not enough training.

Being overeager.

Less team involvement.

Not enough communication.

Poor communication.

Request 3. Finally what suggestions/recommendations can you give in relation to how change management in the organisation affecting stores can be handled and explain why?

Involve store management from planning phase.

Discuss the change with store management as they are the end users.

Bring changes that are user friendly and less time consuming.

employee's well-being and readiness for the change is important to ensure successful transition.

effective communication from all stakeholders to that the message has landed smoothly.

regular check ins and feedback to make sure everyone is on par.

Adequate training and emotional support to management and staff is crucial.

Include management as much as possible when changes are planned.

5.4. CONCLUSION

The chapter discussed the findings and interpreted the data that was collected. The researcher then discussed the data in terms of the pie chart, line graphs and bar graphs in terms of the results that were collected in the organisation. It separated the discussion from the three sessions where section A was biography discussed, interpreted and analysed. Also in section B which was the Likert Scale and Section C was Open-ended questions.

CHAPTER 6: SUMMARY OF FINDINGS, INTERPRETATION, CONCLUSIONS, RECOMMENDATIONS OF THE STUDY

6.1. INTRODUCTION

The chapter focused on the summary of the study where it concluded on the findings of the other chapters and provided the recommendations that the study thought could help to better the results of the research. The study in this chapter focused on the summary findings, chapter classification, limitation of the study, objectives of the study and further areas of the study.

6.2. SUMMARY OF FINDINGS

In this section the study was summarizing the findings of the previous chapter and also gave some recommendations on what could be done on the findings. The findings provided in the previous chapter were explained in diagram and pie charts and they were interpreted in each question. This section below provides a conclusion on the headings that entailed the questions that were given in the questionnaire. This brief discussion on section A: where it spoke about the biography of the study, Section B: represented a Likert scale on a table form with figures to give conclusion and recommendation and section C: provided responses that were given as opinions with regards to the open-ended questions that were provided in the questionnaire.

6.2.1. Section A: Biography

Conclusion: This was one of the important sections where the study was doing a background check on the respondents who took part in the survey. The researcher believed having this was important so that it could be possible to chapter the rest of the responses of the surveyed person in the question in terms of knowledge. The study had asked questions such as what one's position was in the organisation and how long they had been there. That on its own gave a clear indication on how well the person was being part of the organisation. There was also a check in terms of the position they were in - do they initiate the plan and are they part of the planning when the plan is done. The results showed that many people who were involved in the survey showed that the position they were occupying was not listed in the questionnaire. That was the reason many of them were selected, even though the

positions were similar. The years that they had been in the company showed their maturity as many ranged from 0 to 5 years and 6 to 10 years of service where most employees were on the verge of knowing the company very well. The planning and the implementation showed one of the things they were not doing as the plan came from the head office. They just had to execute it as it was and made sure store employees understood it better.

Recommendation: The study felt that they needed to do a survey on those who understood the company better with much more experience and also who were involved in the planning and implementation of the change management and to also provide training to those who were managing people in order to assist them with the system.

6.2.2. Section B: Likert Scale

6.2.2.1. Deciding on the change process

	Strong disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
Deciding on the change process					
1. Managers effectiveness is tested when there is a change.	0%	0%	14,29%	28,57%	57,14%
2. The manager's planning skills are called to account because of the changes.	0%	0%	19,05%	38,10%	42,86%
3. Managers ability to work with the available resources and set timelines is called to account.	0%	0%	4,76%	47,62%	47,62%
4. The manager ability to understand the change management's document/ task is called to account.	0%	0%	9,52%	23,81%	66,67%
5. The manager's ability to manage the process of the change management is critical.	0%	0%	14,29%	9,52%	76,19%
6. The manager's understanding of effective processes to be used is critical for effective change management.	0%	0%	19,05%	28,57%	52,38%

Conclusion: The results in the heading on the questions above that were provided represented a full agreement in all the questions. It showed that the decision on the change process and the effectiveness of the manager was tested whether they were providing the necessary help in making sure everyone understood the system. The managers had to be competent enough to use their own discretion and provide the employees with guidance and clarity where there were uncertainties.

Recommendation: The study proved that managers do not involve staff during the decision-making phase and just gave instructions without giving any clear background or reasons why certain tasks had to be performed. In order to achieve a full buy in from the employees, it was important that they fully understood the change and its benefits and what was in for them. It had to be clearly communicated that the change was there to enhance their working conditions rather than profits.

6.2.2.2. Classifying the type of change

	Strong disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Classifying the type of change					
7. I need to judge correctly the impact of the change to my department.	0%	0%	9,52%	66,67%	23,81%
8. Change management during planning phase has no impact on the time set for the project.	19,05%	66.67%	9,52%	4,76%	0%
9. Change management during the project implementation may consume more resources depended on the size of the change.	0%	4,76%	14,29%	61,90%	19,05%
10. The complexity of the systems change may affect the way manager would work.	0%	4,76%	4,76%	61,90%	28,57%
11. The more complex and the change, the greater the need for competent resources.	0%	4,76%	4,76%	57,14%	33,33%
12. If the change is outside of the scope of the manager expertise may be needed.	0%	4,76%	9,52%	38,10%	47,62%
13. To the extent, where there is need for external consultancy the manager losses the control.	4,76%	23,81%	47,62%	14,29%	9,52%

Conclusion: The heading above was looking at the classification of the change management, the results indicated that the change management process and types were not shown or allocated clearly because the classifying of the types of change were not done.

Recommendation: The organisation needed to look into the way this type of change management was classified and also check if this change had an application of risk analysis on how effective that type of change was so that the classification of the change was not too broad. Also, train those who qualified in terms of not having to look for outsiders to assist.

6.2.2.3. Communicating changes management; to be effective

	Strong disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Communicating changes management; to be effective					
14. As a manager I need to communicate change management to all store employees.	0%	0%	14,29%	9,52%	76,19%
15. It may take time for store employees to buy in to the change management.	0%	0%	9,52%	71,43%	19,05%
16. Much time may be lost in communicating the change management.	9,52%	19,05%	47,62%	19,05%	4,76%
17. Failure of store employees to understand the change affects my effectiveness.	0%	4,76%	14,29%	47,62%	33,33%
18. The more complex the project and the change management the more difficult is to communicate.	0%	9,52%	42,86%	19,05%	28,57%
19. I am only as effective as I will be able to convince store employees to accept the proposed change.	0%	4,76%	33,33%	42,86%	19,05%
20. Communicating the proposed changes is not a guarantee that the store employee will buy in.	0%	9,52%	14,29%	66,67%	9,52%

Conclusion: The findings presented in the table above indicated that there was little communication that was done into communicating the change management. The effect went back to the questions involved in the planning. That was why the communication was not effective because the manager just expected the work to be done. They also realized that non-communication was the major impact causing the system to not fully function.

Recommendation: The plan was to get the managers involved on planning in order to communicate the way the system had been adopted and also advise on how to make it user friendly as many were struggling to adapt to the way change management was introduced.

6.2.2.4. Change management is teamwork

	Strong disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Change management is teamwork					
21. Effecting the change depends on the relationship between me and the team.	0%	4,76%	19,05%	19,05%	57,14%
22. I have enough power to move the changes without consulting the team for permission.	0%	38,10%	14,29%	14,29%	9,05%
23. As long as senior has agreed, team cooperation is guaranteed for all purposes.	19,05%	19,05%	9,52%	33,33%	19,05%
24. My effectiveness is measured against my ability to mobilize support from my team members.	0%	0%	9,52%	52,38%	38,10%
25. Team members are allowed to contribute or give suggestions on how to implement the changes.	0%	14,29%	9,52%	52,38%	23,81%
26. Dependent on the changes the team members help decide on new resources as well as time, quality and cost.	0%	23,81%	19,05%	52,38%	4,76%

Conclusion: In this section questions were focused on change management as teamwork. The study revealed in this section that there can be one manager or whoever to oversee the employees even though that person needed the team in order to perform incredible results buy making sure the team understood the change management or it would collapse if there was not an engagement between the two parties. The results showed that teamwork should be implemented in order to produce productivity and services from the organisation.

Recommendation: Teamwork and employee involvement played a big role in a successful change implementation. It was important that employees were kept up to date of any changes as that made them feel as though they were part of the bigger plan. Involving all employees helped with their buy-in and this eased the change process.

6.2.2.5. Factors that affect the employee morale

	Strong disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Factors that affect the employee morale					
27. Change management will result in the change of the team spirit and morale.	0%	14,29%	28,57	38,10%	19,05%
28. Depending on the type of change to the scope, the team spirit may never be affected.	14,29%	47,62%	14,29%	19,05%	4,76%
29. Regardless of the type of changes to the scope there will always be a change on team spirit.	4,76%	4,76%	28,57%	57,14%	4,76%
30. Depending on the type of change to the scope it may take less time to perform ordinary duties.	0%	19,05%	19,05%	52,38%	9,52%
31. Productivity and sales take priority during systems change.	0%	14,29%	23,81%	42,86%	19,05%
32. Employees well-being takes priority during systems changes.	4,76%	14,29%	14,29%	57,14%	9,52%
33. Adequate training inspires more confidence and less anxiety during change management.	0%	4,76%	0%	33,33%	61,90%
34. No amount of training and preparing reduces anxiety and fear during management.	19,05%	52,38%	9,52%	14,29	4,76%
35. System change is essential to enhance working conditions for all employees.	0%	4,76%	4,76%	38,10%	52,38%

Conclusion: In this heading above the study was looking at the factors affecting employee's moral. Out of the nine questions only two of the questions that disagreed dominated. All the other questions out of nine agreed which proved those were the factors that affected the employees in the organisation. The two questions were: - "no amount of training and preparing reduces fear during change management and: - "depending on the type of change in the scope, the team spirit may never be affected". These questions proved that there was not much to be agreeing on in the statements as in this case they showed not to be true. Those were the things that affected their morale as employees into the change management that was made.

Recommendation: Early employee involvement ironed out a lot of questions the store-based employees may have had and gave a clear view of why change needed to be implemented. Frequent communication kept everyone on par. It was also of paramount importance to highlight how employees would benefit from the change instead of focusing on systems and profits. Addressing long serving employees and their fears could have eliminated the fear of being out of work due to changing systems.

6.2.3. Section C: Open-ended Question

In this section the study asked three questions where the first question was about how systems change could be improved. The second question required the respondents to list the mistakes often made by managers that in the end would hinder the success of change implementation. Amongst the many things that were mentioned by respondents; lack of training, poor communication, lack of employee involvement and lack of empathy from managers were mentioned.

6.3. LIMITATION OF THE STUDY

The study only focused on the retail organisation that is in the Cape Metropolis. The study excluded branches that were outside of the Cape Metropolis. The data was collected from store-based employees, store management, regional management that were a point of reporting for store management and a few head office-based personnel who dealt directly with store-based personnel during the system change implementation.

6.4. OBJECTIVES OF THE STUDY

6.4.1. Primary research objectives

The main objective of this research was to explore the impact of change on employee morale based on an operating system within a supermarket, division. The study explored the struggling of the organisation when it came to a new change management that it was introduced into the retail store. The reason was that most of the time the store employees resisted change, and they found the new system not as user friendly as the previous one because of them being used to the old system they had necessarily adapted to. The management also reported that the employees felt betrayed by the managers because they were not informed when there was a change. The change was just presented to them and they were not even part of the planning of the change management.

6.4.2. Secondary research objectives

- **To determine how factors of change were related to employee morale based on implementation of the change systems at WC Retail, division.**

This study was able to determine how change affected the employees because it was proven that it slowed down the services that store employees faced because they were still adapting to the new system even when there was no training that was done to educate them about the new system.

- **To ascertain the relationship between employee productivity and employee morale during the change of systems at Retail division.**

The researcher was able to prove that a relationship between employees' productivity and employees' morale existed because it was perceived that once the employees' morale was down, the employees couldn't work the way they usually worked, and their productivity decreased because the relationship was directly disproportional among them.

The managers also indicated that when there was an introduction of the new system, there were those employees who were not used to technology and some were old in years and they tended to slow down their work performance. Some did not want to be seen as people who were struggling in the new system.

- **To demonstrate the relationship between Retail results and employee morale.**

The study found that there was a relationship between Retail results and employee morale by observing many stores. The results of the findings showed there was low morale of the employees because of them not being able to use the new system.

6.5. FURTHER AREAS OF THE STUDY

Having stated from the limitations of the study and being able to ascertain what needed to be done, the researcher came up with a few aspects that could be researched as the study showed. The following are the recommended future study areas that are related to this research:

- There was a need of investigation on how the store employees felt about what the manager's stated regards to the study.
- The study required to focus further on other regions within the divisions before focusing on specific divisions as the experience may differ per region.
- The study needed to do the research on early involvement of end users and store-based employees to assess the end results and if employee perceptions differed.

6.6. CONCLUSION

- **Employee perceptions on the change of Operation Better Store to Systems Applications Software at a chain store in Cape Town**

The research showed an interesting point of view in terms of store employees having difficulties to adjust to the systems change. The employees that were managers that the study carried out the survey on to believe that the moment store employees' morale was low, the company lost out because employees were unable to provide the required results affected production. They believed that there was a relationship between employee morale and change. The employees' perception with regards to the change of the systems was that for it to be less painful, adequate training had to be offered and training timelines were to be extended to reduce fear and to inject more confidence. They also alluded that the company made use of external consultation where expertise was needed as store management was also new to the change.

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APPENDICES

Appendix A: Questionnaire

QUESTIONNAIRE

Employee perceptions about replacing Operation Better Store with Systems Applications Products software at a chain store in Cape Town.

This is an academic exercise; do not write your name or that of your branch or department, you participate only because you work for this firm and you want to participate. All information used here is confidential and your identity is protected, you can pull out from the exercise anytime if you are not comfortable. You can omit any questions that you are not comfortable with. **Thank you for participating.**

SECTION A: BIOGRAPHY

1. What is your position in the organisation? Please use box below for your response.

BRANCH MANAGER	ASSISTANT MANAGER	STOCK ADMINISTRATOR	RECEIVING CLERK
RECEIVING ADMIN CLERK	OTHER		

2. If other, please specify

.....

3. How long have you been working for retail?

0-5 years	6-10 years	11 – 15 years	16 years plus
-----------	------------	---------------	---------------

4. Who does the planning for new system changes that need to be implemented in store?

I get complete plan	I plan with the team	I plan on my own	Other
---------------------	----------------------	------------------	-------

5. If Other, please specify

.....

6. How many times did you get involved in implementation of a change in systems during your life as an employee of retail?

Never been	Less than 5 times	6-10 times	11 times plus
------------	-------------------	------------	---------------

7. What was your role when you got involved in implementation of new systems?

Deciding what to change	Planning of execution	Interpreting the plan	Other
-------------------------	-----------------------	-----------------------	-------

8. If other, please specify your responsibilities in the space provided.

9. Mention below anything you may find to be important for this study in regard to the above.

- a.

- b.

- c.

- d.

- e.

SECTION B

SECTION B: Please respond to the questions below using the Likert scale provided, the scale should be understood / interpreted thus; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

	Investigating the Change management	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
DECIDING ON A CHANGE PROCESS						
1	Managers effectiveness is tested when there is a change	1	2	3	4	5
2	The manager's planning skills are called to account because of the changes	1	2	3	4	5
3	Managers ability to work with available resources and set timelines is called to account	1	2	3	4	5
4	The managers ability to understand the change management document/tasks is called to account	1	2	3	4	5
5	The manager's ability to manage the process of change management is critical	1	2	3	4	5
6	The manager's understanding of effective processes to be used is critical for effective change management	1	2	3	4	5
CLASSIFYING THE TYPE OF CHANGE						
7	I need to judge correctly the impact of the change to my department	1	2	3	4	5

	Investigating the Change management	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8	Change management during planning phase has no impact on the time set for the project	1	2	3	4	5
9	Change managements during project implementation may consume more resources depended on the size of the change	1	2	3	4	5
10	The complexity of the systems change may affect the way the manager would work	1	2	3	4	5
11	The more complex and the change, the greater the need for competent resources	1	2	3	4	5
12	If the change is outside of the scope of the manager expertise may be needed	1	2	3	4	5
13	To the extent, where there is need for external consultancy the manager losses the control	1	2	3	4	5
	COMMUNICATING CHANGE MANAGEMENT; TO BE EFFECTIVE	1	2	3	4	5
14	As a manager I need to communicate change management to all store employees	1	2	3	4	5
15	It may take time for store employees to buy in to the change management	1	2	3	4	5
16	Much time may be lost in communicating the change management	1	2	3	4	5
17	Failure of store employees to understand the change affects my effectiveness	1	2	3	4	5
18	The more complex the project and the change management the more difficult it is to communicate.	1	2	3	4	5
19	I am only as effective as I will be able to convince store employees to accept the proposed changes	1	2	3	4	5
20	Communicating the proposed changes is not a guarantee that the store employees will buy in	1	2	3	4	5
	CHANGE MANAGEMENT IS TEAM WORK					
21	Effecting the change depends on the relationship between me and the team	1	2	3	4	5
22	I have enough power to move the changes without consulting the team for permission.	1	2	3	4	5
23	As long as senior management has agreed, team cooperation is guaranteed for all purposes	1	2	3	4	5
24	My effectiveness is measured against my ability to mobilize support from my team members	1	2	3	4	5

	Investigating the Change management	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
25	Team members are allowed to contribute or give suggestions on how to implement the changes	1	2	3	4	5
26	Dependent on the change the team members help decide on new resources as well as the time, quality and cost	1	2	3	4	5
FACTORS THAT AFFECT THE EMPLOYEE MORALE						
27	Change management will result in the change of the team spirit and morale	1	2	3	4	5
28	Depending on the type of change to the scope, the team spirit may never be affected	1	2	3	4	5
29	Regardless of the type of change to the scope there will always be a change on team spirit	1	2	3	4	5
30	Depending on the type of change to the scope it may take less time to perform ordinary duties	1	2	3	4	5
31	Productivity and sales take priority during systems change	1	2	3	4	5
32	Employee well-being and adaption takes priority during systems change	1	2	3	4	5
33	Adequate training inspires more confidence and less anxiety during change management	1	2	3	4	5
34	No amount of training and preparation reduces anxiety and fear during change management	1	2	3	4	5
35	Systems change is essential to enhance working conditions for all employees	1	2	3	4	5

SECTION C

OPEN ENDED QUESTIONS

1. Are there any particular problems you would want to discuss as a manager/ store employee as they relate to system change, please discuss in point form in the sections that follow.

a. What are the traditional difficulties you come across during change management?

-
-
-
-

-

b. List below the 4 most effective ways of handling change management from your experience during change from OBS to SAP.

-
-
-
-

2. What are the 4 most common mistakes made by managers/store staff during systems change

-
-
-
-

3. Finally what suggestions/recommendations can you give in relation to how change management in the organisation affecting stores can be handled and explain why.

-
-
-
-
-

THANK YOU FOR YOUR COOPERATION

Appendix B: Proofreading and editing certificate

PROOFREADING AND EDITING CERTIFICATE

Hugo Chandler

BA Psychology and Drama (UCT)

20 Oesler Avenue, Struisbaai North, 7285, Weslem Cape, South Africa
Email: hugochandler49@gmail.com / Website: www.busybeeedfing.co.za / Cell: 072 244 4363

I Hugo Chandler have completed the proofreading, editing, layout, syntax, spelling, grammar and reference checking to the best of my ability on a 38,155-word Dissertation titled: Employee perceptions on the change of Operation Better Store to Systems Applications Software at a chain store in Cape Town for Bandlakazi Kema, Student No.: 201102153 submitted for the fulfilment of the requirements for the degree of Master of Technology: Business Administration in Project Management in the Faculty of Business and Management Sciences at the Cape Peninsula University of Technology.

Any amendments or alterations done to this Dissertation by Bandlakazi Kema hereafter are not covered by this proofreading and editing confirmation. It is up to Bandlakazi Kema to ultimately decide whether to accept or decline any amendments done by me and it remains Bandlakazi Kema's responsibility at all times to confirm the accuracy and originality of the completed Dissertation.

Hugo Chandler

Hugo Chandler

Date: 10 August 2022

Appendix C: Turnitin report

Employee perceptions on the change of Operation Better Store to Systems Applications Software at a chain store in Cape Town

by Bandlakazi Kema

Submission date: 18-Aug-2022 10:21AM (UTC+0200)
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Appendix D: Ethics clearance certificate




P.O. Box 1906 | Bellville 7535
Symphony Road Bellville 7535
South Africa
Tel: +27 21 4603291
Email: fbmsethics@cput.ac.za

Office of the Chairperson Research Ethics Committee	FACULTY: BUSINESS AND MANAGEMENT SCIENCES
--------------------------------------------------------	--------------------------------------------------

The Faculty's Research Ethics Committee (FREC) on 14 September 2021, ethics APPROVAL was granted to Bandlakazi Kema (201102153) for a research activity for M Tech: Business Administration in Project Manager at Cape Peninsula University of Technology.

Title of dissertation / thesis / project:	Employee perceptions on the change of Operation Better Store to Systems Applications Software at a chain store in Cape Town Lead Supervisor (s): Dr L Jowah
-------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Decision: **APPROVED**

 Signed: Chairperson: Research Ethics Committee	14 September 2021 Date
-------------------------------------------------------------------------------------------------------------------------------------	----------------------------------

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

Clearance Certificate No | 2021_FBMSREC 056

Appendix E: Letter of permission to research



REG. NO. 1929/001817/07 (PTY) LTD

Cnr William Dabbs Street and Old Paarl Road
Brackenfell
Cape Town
7560
TEL: +27 (0) 21 980-4000

03 January 2022

Dear Madam/sir

RE: AUTHORISATION FOR BANDLAKAZI KEMA TO CONDUCT RESEARCH AT SHOPRITE WESTERN CAPE DIVISION

To whom it may concern

Bandlakazi Kema, student number 201102153 who is currently studying MTech: Business Administration in Project Management at Cape Peninsula University of Technology has been authorised by Shoprite to conduct her survey at random stores within Shoprite Western Cape division.

Title:

Employee perceptions on the change of Operation Better Store to Systems Applications Software at a chain store in Cape Town.

Yours sincerely,

Stephen Europa

Divisional HR Manager: Western Cape