



**The influence of organisational change on organisational culture
and employee engagement at a retail distribution centre in
KwaZulu-Natal**

by

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MINI DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (MBA)
IN THE DUT BUSINESS SCHOOL
FACULTY OF MANAGEMENT SCIENCES
DURBAN UNIVERSITY OF TECHNOLOGY

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July 2023

ABSTRACT

Organisational change remains one of the most critical challenges facing organisations. It is imperative for employee engagement and organisational culture to be incorporated into the organisational strategic goals to enhance employee performance and organisational success. Generally, organisational change can be triggered by factors including the business, political, economic, and cultural environments, competitor initiatives, technological innovations, globalisation, or restructuring. The riots that happened in several parts of Durban and Johannesburg in July 2021 affected several businesses. In the aftermath, studies have emerged detailing the impact of the riots, yet very few studies, if any, exist on the impact of the unrests on organisations across the retail distribution sector.

This study aims to close this gap by investigating the impact of organisational change on organisational culture and employee engagement within the retail distribution sector. The study fulfils three main objectives to achieve this aim. The first objective is to examine the Influence of organisational change on organisational culture. Secondly, the study seeks to examine the Influence of organisational change on employee engagement, and lastly, the study aims to determine the role of demographic factors, if any, on the influence of organisational change on organisational culture and employee engagement.

Keywords: Employee engagement; organisational change; organisational culture

DECLARATION

I, Thobeka Ndlovu, hereby declare that this mini-dissertation is original, and that all the contents are appropriately acknowledged and explicitly referenced. A bibliography is appended to the thesis. Furthermore, it represents my own opinions and not necessarily those of the Durban University of Technology.

I also certify that the thesis has not heretofore been submitted in any of its parts or entirety for a degree of Master of Business Administration (MBA) in any other institution of higher learning, locally or internationally.

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Date: 29-02-2024

DEDICATION

This thesis is dedicated to my mother in heaven, my grandmother and everyone else who believes in me. Its also dedicated to every woman with nothing but a dream to become something in society.

ACKNOWLEDGEMENTS

I would like to convey my sincere appreciation to my supervisor, Dr Genius Murwirapachena. I am extremely grateful for his invaluable advice, continuous support, and patience during my MBA research study. His immense knowledge and plentiful experience encouraged me to remain resilient and believe in myself. I would also like to thank the Ackerman's' leadership team for allowing me to conduct the study within the business. Lastly, I would like to thank my husband and family for the continuous support they gave me throughout the programme.

LIST OF ACRONYMS

APS	Automated Picking System
COVID-19	Coronavirus Disease of 2019
DC	Distribution Centre
DCA	Distribution Centre Assistant
HR	Human Resources
KZN	KwaZulu-Natal
MHE	Material Handling Equipment
VAS	Value Added Service

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CHAPTER 1

INTRODUCTION

1.1 Background of the study

The supply chain process involves all activities and modifications of simple raw materials to the procurement of the final products by customers. Several parts execute diverse functions, such as element fabrication, product gathering, or sales. These functions, however, need logistical support such as storage of transitional or complete goods, verification of orders and transport (Singh et al., 2023). The term distribution centre (DC) signifies a supply chain point or facility that specialises in all that is mentioned above (De, 2020).

Distribution centres are logistics facilities that hoard completed goods prior to them being picked and packed to satisfy individual customer requests. In a sense, they can be thought of as specialised, tactically placed warehouses. Distribution centres play a key role in the supply chain, particularly with regard to helping fulfil customer orders more quickly and accurately while keeping associated costs down (Mihajlović et al., 2019). The organisation that is the focus of this study began its operations in early 1900s and has since established over 1 000 stores across five countries. The retail organisation was established with the vision of making quality products affordable to everyone. It is for this reason that this organisation is constantly undergoing organisational change to achieve excellence and deliver value to customers. Even with the recent unexpected external forces of change such as the KwaZulu-Natal (KZN) riots, which led to over 500 stores being vandalised, and COVID-19, which affected business operating hours, customer spending habits and demand, they have still managed to continue to employ more people and grow.

Organisational change remains amongst the most serious and significant focus areas for organisations. Therefore, it is imperative for employee engagement and organisational culture to be incorporated into the organisational strategic goals to

enhance employee performance and organisational success (Susanto et al., 2023). Research shows that whilst in the 1970s, organisations required major changes every four or five years, change is now the norm in most organisations. Business environments continue to become more and more fast-paced, competitive and multifaceted to sustain efficiency, and this requires increased flexibility and the ability to adapt, which are vital in dealing with global competition and driving expansion (Burger, Crous and Roodt, 2013; Tiwari, 2022).

Organisational change is prompted as a result of the continuously changing nature of business, socio-politics, economic status, beliefs, and competitiveness. As organisations focus on attaining strategic goals, the atmosphere are operating in can haphazardly demand reformatting with regards to the organisation's goals every now and then. Occasionally, this may require an entire change in the way things are done, while sometimes it is only a minor change. Furthermore, organisational culture addresses important aspects within the organisation can be preserved. In other words, organisational culture endeavours to secure the list of changes made to make them more operative and competently used (Dhir, 2019; Kung'u, 2015).

However, the organisation is encircled by so many issues both internally and externally that are constantly evolving, and may, in addition alter even the best laid-out strategies, and this is where change becomes significant. Organisational change is both active and responsive (Hudson, Jordan, and Troth, 2023). Its emphasis is on redesigning the current structures and cultures to make the organisation successful and up-to-date with the current advancements (Syafwan, 2023). Therefore, there is interchange between organisational development, organisational culture, and organisational change (Hudson, Jordan and Troth, 2023; Kung'u, 2015).

Moreover, as organisational changes occur, employees are bound to either be affected positively or negatively by the changes. Grunberg et al. (2008) investigated the impact of organisational change and its effects on 525 employees over a ten-year period and found that when change was taking place within an organisation, attitudes seemed to change affecting many other measures of health at work and at home. Recently Khaw et al. (2022) investigated reactions towards organisational change and added that getting more insight into employee feelings around change is important for employee mental wellbeing.

1.2 Problem statement

Many researchers have studied organisational change together with the processes to date; however, very few of these have scrutinised the impact of change on culture and employees within organisations. Glensor (2010) conducted a study which aimed to establish the relationship that exists between the nature of Organisational Change Management in South Africa, and the required Critical Success Factors needed for the successful management and measurement of Organisational Change through a Change Management Framework and Scorecard. Research results and findings from this study suggested that there was a definite need to 'craft' a South African Change Framework that is flexible and adaptable to meet the increasing demands of organisational change interventions such as Mergers and Acquisitions. In a recent study Wijethilake (2023) also studied the role of organisational culture in organisational change towards sustainability within a garment manufacturing industry. Findings from this study indicate that an integrated and balanced approach of competing perspectives of organisational culture is more likely to promote organisational change towards sustainability. It is generally argued in the literature that organisations cannot function without employees, and thus organisations can only meet their targets if employees are both well and engaged. Rathnayake et al. (2022) argues that change is inevitable and exists in different dimensions, which can be broadly categorised into internal factors and external factors.

Furthermore, Ali and Hassan (2022) proposed that organisations in the 21st century need to have a strategy for dealing with change. Thus, if organisations do not adapt to the new technology, they will become outmoded. Research also points out that utilising change management models is likely to increase the chances of the change actually being an achievement since they provide leadership with a framework for executing change and tips on how to deal with resistance to change (Sakib, 2021).

However, organisations need to be more hands-on and enthusiastic when initiating and executing change. When change is implemented in any organisation, employees and the operational culture are affected either positively or negatively. The impact of lower levels of culture and engagement can be tremendous and have a huge impact on productivity, customer service, innovation, cost management, and ethical behaviour (Ababneh, 2021). Therefore, an examination of the influence of

organisational change on organisational culture and employee engagement within the retail distribution sector is warranted.

1.3 Aim and objectives of the study.

The aim of this study is to observe the influence of organisational change on organisational culture and employee engagement at a retail distribution centre in KwaZulu-Natal. This aim is achieved through the fulfilment of the following three objectives:

- I. To examine the influence of organisational change on organisational culture.
- II. To examine the influence of organisational change on employee engagement, and
- III. To determine the contribution of demographic factors to organisational change and employee engagement.

1.4 Significance of the study

Organisations experience many challenges in the competitive global market particularly those operating within the retail environment as they have to face an increase in world-wide price competition whilst making sure they keep all stakeholders satisfied (Aldhaferi and Ahmad, 2023; Ibarra-Cisneros et al., 2020). In this situation, managers are at the forefront as they are the ones who have to deal with the change initiation (Kiziloglu, 2021).

As a way of adapting to competing sustainability challenges many organisations tend to focus on technical solutions only, such attempts may encounter difficulties to deliver expected outcomes without changing people's attitude and value systems. Both climate (i.e., what people experience policies, procures and practices) and culture (i.e., what people believe the organisational values are) are essential for managing sustainable organisational change. In particular, organisational culture is seen as an

important factor in fostering or hindering organisational change towards sustainability (Wijethilake, 2023).

Furthermore, organisational change remains one of the most serious and demanding challenges that organisations experience; therefore, it is necessary for employee engagement and organisational culture to be merged into the organisational goals to enhance employee performance and organisational success (Susanto et al., 2023).

1.5 Structure of the study

The rest of this study is organised into four (4) chapters. Chapter 2 presents a review of the theoretical and empirical literature on organisational change, organisational culture, and employee engagement. Chapter 3 discusses the methodology used in the study. Chapter 4 discusses the data and reports on the findings of the study. Chapter 5 concludes the study, providing recommendations and areas for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The previous chapter introduced the study. This chapter reviews the theoretical and empirical literature linked to organisational change, organisational culture, and employee engagement. After this introduction, the chapter is organised into three main sections: the first section discusses the theoretical literature that underpins the phenomena investigated; the second section discusses some of the empirical literature linked to the study; and the third section concludes the chapter.

2.2 Theoretical literature

A theoretical literature review is significant in assisting researchers establish which other theories already exist. It also establishes the correlation between them, to what extent the existing theories have been explored, and to propose new theories to be tested (Papaioannou, 2016). While several theories can explain the phenomena examined in this study, the study is generally underpinned by complexity theory and social constructionism theory. These theories are explained in this section.

2.2.1 The complexity theory

Complexity defines the quantity of diversity in departments, customers, suppliers, politics, and technological advancements. According to the theory, organisations are complex systems of change and progression; they are made up of various parts that work together with one another and the environment (Burger, 2020). Complexity theory is a positive modern way of understanding complex entities. The emergent interest in using the complexity method stems from its ability to interpret several facets of a complex system in terms of its mechanisms, chain of command, interdependences, nonlinear relationships, and limitations, thus creating an informed

understanding of how such systems ultimately function (Vatankhah, 2023). In complexity theory, the future is unknown; therefore, being able to learn is important for continuous organisation effectiveness, stability, flexibility, and adaptation to change. Too much stability is bound to cause stagnation in the organisation and block proactiveness. Therefore, complexity theory sees organisations as complex adaptive systems (Vatankhah, 2023).

2.2.2 Social constructionism theory

The social constructionism theory is a rational framework that focuses on understanding and concentrating on social change in postmodernist society in the context of organisations. Social constructionism suggests that the way we identify and see the world is based on how the world is characterised based on the culture and times that we live in. Therefore, it states that what we know is not final or fixed but is influenced by the continuous changes, which are mostly influenced by the ideas of powerful groups within society, in an attempt to remove power from the less powerful groups and individuals. Within the context of organisational development, social constructionism has to do with the way in which employees, teams and departments within the organisation co-operate with each other and participate in their own groups to create their own shared understanding and perception of the organisation. The socially constructed reality forms the basis for the culture and organisational traditions that dictate how things are done within each institution. Generally, it explains the reality of the perceptions, ideas, language, and beliefs that make up the perceived concrete reality of the organisation. According to this theory, perceptions are socially constructed through people within their many encounters (Burr, 2017).

It is becoming progressively more vital for organizations to gain competitive advantage by being able to thrive through change. The systems concept saw organizations as entities that constantly have to interact with their environment, it also viewed the organizational environment as made up of relationships that occurs between employees and other factors that may be beyond the control of the organization. This view seemed incapable of dealing with other complex scenarios that organisations

may face. This was a shortcoming of this theory which has then led to the emergence of the complexity theory. Within the complexity paradigm, systems are seen as evolving or self-organizing into something new every day (Amagoh, 2008). Moreover, complexity theory focuses on how different elements at a micro-level (the smallest levels of interaction) within a complex system affect the emergence of behaviour and the overall outcome at the macro-level (on a level that is large in scale or scope).

According to this theory as the complexity of a system increases, the ability to understand and use information to plan and predict becomes more difficult. Over time, the increasing complexity leads to more change within the system. As the system becomes more complex, making sense of it becomes more difficult and adaptation to the changing environment becomes more problematic (Osifo, 2011). The current study aimed to understand the impact of organisational change on organisational culture and employee engagement within a fast-paced retail distribution centre therefore making the complexity theory relevant for the study due to its ability to interpret various facades of a complex system in this case the retail organisation as well as its ability to understand and interpret mechanisms, chains of command, interdependences, nonlinear relationships, and limitations within an organisation, thus creating an informed understanding of how such an organisation ultimately functions.

On the other hand, the social constructionism theory focuses on the processes of understanding and addressing social change in the postmodern society. According to this approach, meanings are socially constructed via the coordination of people in their various encounters. In addition, this theory focuses on strengths and what is already working well instead of on problems and how to fix them, a diversity of perspectives instead of on commonalities of ideas, transdisciplinary teams, decentralized decision making, and increased flexibility in terms of approaches and policies. In a constructionist perspective, individual rationality is not seen as an attribute of individual thinking but as a consequence of cultural agreement. It is through the coordinated actions with each other that the meaning of rationality is eventually reached. In the context of this study the impact of organisation change on culture and engagement is therefore informed by the people as they interact with each other within the organisation. (Camargo-Borges, 2013)

2.3 Empirical literature

Various research studies exist on organisational change. In this section of the study, we look at previous empirical literature in order to clearly understand the research topic. More precisely, the section reviews the empirical literature on organisational change, organisational culture, and employee engagement. A review of some of the existent empirical literature will provide a greater understanding of the issues surrounding the concept.

2.3.1 Literature on organisational culture

Business managers encounter many challenges in the development of an effective organisational culture, which is considered an essential factor in enhancing performance and productivity (Kiziloglu, 2021). The changes in the world of business affect every aspect of the organisation, including culture and commitment. Organisations therefore must come up with new ways of maintaining stability and a thriving organisational culture (Liu, 2022; Zhou, 2017).

Several scholars have attempted to define organisational culture. Romani et al. (2018) defined organisational culture as shared customs, norms, and values that have a huge impact on the behaviour of employees in an organisation (Kiziloglu, 2021). Organisational culture is also defined as the distinguishing norms, beliefs, principles, and ways of conducting yourself that provide each organisation with its uniqueness. Thus, organisational culture sets organisations apart (Widarko, 2022). Moreover, Childress (2013) adds that organisational culture is based on values that subconsciously drive people. In a more recent study, Gasparri (2022) identifies organisational culture as the organisation's expectations, experiences, philosophy, and values that direct employee behaviour. This can be seen in the way employees see themselves, how they relate to the outside world, and their future expectations. In summary, culture is based on shared attitudes, beliefs, customs, and unstipulated and written rules that have been established over time and are considered valid.

Numerous factors are identified as the main sources of organisational culture in the literature. In most instances, the company founders are the main source of the

organisation's culture (Flamholtz and Randle, 2012). This is seen in the way they create their strategy and operational statements for the business. Toma and Marinescu (2013) argue that the founders' beliefs might expand due to their own experience and cultural history. Thus, the founders might also impose their own experience and culture on their employees and partners within the organisation (O'Reilly, 2014). The learning experiences that come from societal trends can also influence culture. Managers are also likely to adopt certain attributes from the community and external business environment. Furthermore, employees themselves are based in different communities; therefore, some of the influences on culture come from those communities. Therefore, society may impose its culture on the organisation through its members because the members of the organisation are part of the community (Gibbs, 2012).

Importantly, the literature contains several models that seek to explain the concept of organisational culture. The commonly cited models include the Harrison model (Harrison, 1993), the Denison model (Denison, 1990; Denison and Mishra, 1995), and Edward Schein's Cultural Framework (Schein, 1992). Generally, all these models provide and discuss the different aspects, traits, and layers of organisational culture. More precisely, the Harrison model identifies four key aspects that are central to organisational culture, namely, power culture, role culture, achievement culture, and support culture (Harrison, 1993; Manetje and Martins, 2009). On the other hand, the Denison model explains four key traits linked to organisational culture, namely, involvement, consistency, adaptability, and mission (Denison, 1990; Denison and Mishra, 1995). In the same fashion, Edward Schein's Cultural Framework analyses organisational culture through three separate levels: artefacts, adopted values, and basic underlying assumptions (Schein, 1992). Generally, all three models agree that organisational culture is a product of several contributing aspects, traits, and layers.

The literature also presents various benefits of organisational culture (Gasparri, 2022; Heinz, 2023; Zhou, 2017). Generally, organisational culture is viewed in the literature as a way for organisations to gain and uphold a competitive advantage. One of the main priorities and responsibilities of any organisation is to ensure that employees work within the same consensus and have a mutual understanding amongst themselves (Bamidele, 2022). This agreed-upon understanding can be attained

through the culture of the organisation. Thus, organisational culture can be used to retain current employees as well as attract potential employees. In doing this, an organisational culture can create high levels of commitment and performance within an organisation (Zhou, 2017). According to Gasparri (2022), a positive organisational culture drives an organisation with happy, motivated, and valued employees. Equally, a strong organisational culture is critical to attract the best talent, enhance employee retention, and increase engagement rates. These traits generally lead to customer satisfaction, better sales, and overall organisational success. More precisely, Heinz (2023) summarises the major benefits of having a good organisational culture into four key benefits. These benefits include increases in employee engagement, decrease in staff turnover, the attraction of new talent, and an increase in productivity.

In summary, it can be argued that organisational culture is important as it represents the social glue and generates the “we-feeling” needed for any organisation. Culture is able to bring out the best or worst in an organisation and its employees by developing reassuring and ground-breaking work environments where employees thrive. Alternatively, it can bring about a disruptive, uncooperative, and toxic work environment where employees feel anxiety and stress if not appropriately developed and implemented (Singaram, 2022). It can also significantly influence how an organisation functions, which has a significant impact on the success of the organisation (Al Issa, 2019).

2.3.2 Literature on organisational change

Change in an organisation can be defined as the substantial modification of various sections in the organisation, such as the way employees conduct themselves and organograms, systems, procedures, and strategies. (Burger, Crous and Roodt, 2013; Hanelt, 2021). Change appears in many forms; in some instances, it is deliberate and based on valid reasoning and actions. This type of change is called planned change. On the other hand, change can occur in a haphazard, spontaneous, and unplanned way. This type of change is known as emergent change (Brunsson, 2018; Naidoo, 2015).

Scholars of organisational change have defined change in many ways. Van de Ven et al. (1993) defined organisational change by stating that it is the observable difference in anything within an organisation. The entity in this context can be anything within the organisation, such as positions, departments, strategy, or products. (Nyasha, 2011). On the other hand, Harvard Business School Online defines change as the alterations of the key components of the organisation, such as its culture and systems and standard operating procedures. Rosenfeld (2023) defines change as a top-down approach, where leadership structures will decide on changes to be implemented for success and introduce these to all workers on the ground. Implemented changes are aligned with strategic planning and the attainment of desired outcomes by the institution.

Several key drivers of organisational change are identified in the literature. Nahmias et al. (2010) reported that organisational change is usually a result of internal and external factors that affect organisations in all industries. Changes inside the organisation occur in different forms, from changes in its directives, changes in superiors, technological advancements or new procedures to changes in employee expectancies, as well as changes in demographics (Sakib, 2021). On the other hand, external forces can be the reason behind organisational change; these include socio-politics, new laws, new technologies, new competition, and socio-economic forces. Mohsin (2020) argues that these external factors may result in an alteration to an organisation's internal structures and operations.

Consequently, organisational change requires a greater capability for adaptability among organisations (Sakib, 2021). To do this, Naidoo (2015) identified the key types of organisational change that organisations ought to identify. Despite the frequency and value of change programmes in modern organisations, change is often met with disapproval from some employees. However, organisational communication is essential for the interpretation of people's emotions and observations of change. Communication should take place prior to change being initiated as well as after the change, providing people with suitable and timely information creates a sense of delegation of responsibility for change and mitigates negative responses to organisational change (Khaw, 2022).

2.3.3 Literature on employee engagement

The concept of employee engagement was first publicised by Kahn (1990), where it was identified as the harnessing of staff to express themselves in the daily organisational activities with the view to promoting productivity and success within the organisation. Recent descriptions of employee engagement are provided in the work of Nienaber (2017) and Sun Li (2019).

Several other scholars attempted to define the concept in the early 2000s. Among the notable contributions are May et al. (2004), Wellins and Concelman (2005), Saks (2006), and Cha (2007). All these studies generally describe employee engagement as a multi-faceted construct. May et al. (2004) identified employee engagement as a process that includes an open concentration on emotions and behaviours, while Wellins and Concelman (2005) argued that it is a mixture of commitment, loyalty, productivity, and ownership. In addition, Saks (2006) argues that it is composed of knowledge, emotion, and behaviour. A more comprehensive definition was provided by Cha (2007), who defined employee engagement as the employee's active involvement in work and the state of full physiology, cognition, and emotion that accompanies the work engagement. A recent definition of engagement states that it is the intensity of commitment of one's entire self to a position. It incorporates three dimensions, namely, affective, attitudinal, and behavioural (Salem et al., 2023).

Several characteristics of an engaged workforce are discussed in the literature. Generally, engagement is the opposite of burnout. Thus, unlike burned-out employees, engaged employees have a sense of enthusiasm and a serious understanding with their work activities, and they see themselves as capable of dealing with whatever the job demands. Engagement is a reassuring, fulfilling, job-related feeling that is characterised by vigour (energy), perseverance (commitment), and absorption (Bell, 2011; Bhana, 2019). Such traits positively influence job performance and organisational success. Studies in the literature consistently show that job resources, particularly during elevated job demands, drive work engagement. (Knight, 2019; Obschonka, 2023; Wood, 2020). Bakker (2023) describes job resources as tangible, mental, social, or organisational aspects of jobs that cut down on job demands and all other physiological and psychological costs. These aspects help organisations achieve their goals and stimulate personal growth, learning and

development. High levels of employee engagement sustain individuals' job satisfaction, adaptivity, and creativity, leading to higher productivity, profitability, and customer satisfaction, as well as lowering absenteeism and staff turnover (Boccoli, 2023).

2.4 Conclusion

This chapter reviewed the literature relevant to organisational culture, organisational change, and employee engagement within the business context. The first part of the chapter discussed the theoretical literature underpinning the study. Two theories, namely, the complexity theory and the social constructionism theory, were identified as the main theories underpinning the study. A discussion of these theories and how they apply to the study was provided. Subsequently, a discussion of some empirical literature was provided. The empirical literature section was further divided into three subsections, namely, literature on organisational change, literature on organisational culture, and literature on employee engagement. Various problems around these thoughts were reviewed in each respective section. The next chapter discusses the methodology used in the study.

CHAPTER 3

METHODOLOGY

3.1 Introduction

The aim of this study was to examine the impact of organisational change on organisational culture and employee engagement in the context of a retail distribution centre. To achieve this aim, the study set out to achieve three main objectives regarding the impacts of organisational change on organisational culture, organisational change on employee engagement, and demographic factors on organisational change and employee engagement. This chapter presents the methodology used to achieve the identified objectives of the study and, subsequently, its aim. The chapter is organised into several sections that explain the research design, study population, sampling, data collection, and data analysis. Further, the chapter discusses issues around validity, reliability, and ethical considerations.

3.2 Research design

A research design is the approach that connects conceptual research concerns to relevant and doable empirical research (Clark, 2021). The goal of a research design is to give enough detail and make the study clear, thus allowing readers to evaluate it considering the stated research aim, while also promoting replication (Sorrell et al., 2018). There are three broad types of research designs, namely, qualitative, quantitative, and mixed methods (Asenahabi, 2019). According to Clark and Vealé (2018), a qualitative research approach is the recording of data that is not in the form of numbers, for example, views, feelings, and experiences. On the other hand, quantitative research entails the use of numerical data and statistical procedures, while a mixed-methods approach entails gathering and analysing both qualitative and quantitative data (Apuke, 2017; Leavy, 2017).

A quantitative approach allows for the description of statistics like the frequency, incidence, and distribution of characteristics of the identified population (Mohajan, 2020). The study adopted a quantitative approach using an online questionnaire design, which can be utilised to determine relationships between given variables (Salkind, 2012). In this study, the online questionnaire design was useful to tap into the participants' experiences on organisational change, organisational culture, and how this can affect employee engagement within a retail distribution centre.

3.3 Study site and population

Data for the study was collected at the Ackerman's Distribution Centre located in Hammersdale in the KwaZulu-Natal (KZN) province. This distribution centre supports the entire Ackerman's operation with 1000 stores, of which 850 are within KZN. There is a total of 300 employees at the centre, with various designations and tenures of employment. This organisation is considered a case study because it went through various changes over a lengthy period. Generally, organisations within the retail sector constantly undergo change and continuous improvement to maintain their competitive advantage. The retail organisation chosen in this study initially had two distribution centres in KZN and another one in Cape Town.

To remain agile and competitive, in 2018, the organisation took a strategic decision that entailed combining the two distribution centres in KZN thus, turning them into one huge, world-class distribution centre with state-of-the-art technology, capacity, and efficiencies. This meant that employees had to relocate to a new environment. The organisation also had to go through a massive recruitment drive, employing several new young people. To support this new drive, the organisation also introduced new processes, machinery, and systems to promote its competitiveness. When changes are implemented in an organisation, employees and the operational culture are affected either positively or negatively. The impact of higher or lower levels of culture and engagement can be tremendous and have a huge impact on productivity, customer service, innovation, cost management, and ethical behaviour (Grunberg et al., 2008). Thus, the retail distribution centre was considered a relevant site for the study.

3.4 Sample size

A sample is a subset of individuals, units, or elements with specific characteristics that the researcher intends to investigate (Taylor, 2017). Data for the study was collected from 143 employees who were permanently employed at the distribution centre. This sample size was determined using the Rao soft sample size calculator with a 5% margin of error, a 90% certainty level (Tessema, 2023), a total population size of 300 employees and a response distribution of 50%. Thus, a total of 143 responses was sufficient to produce robust results whose inferences would be reliable.

The inclusion criteria for the study were:

- All permanently employed staff at the retail distribution centre.
- All permanent employees belonging to job grade A (all employees working on the DC production floor).

The exclusion criteria were:

- All non-permanent staff (temporary employment services).
- All learnerships as they are in the distribution centre temporarily.

3.5 Sampling method

The proportionate random stratified sampling approach was selected as the most suitable for this study. Proportionate random stratified sampling is a probability sampling technique wherein the entire population is divided into different subgroups or strata and proceeds to select the final respondents proportionally randomly from the different strata (Mathew, 2013). Random sampling occurs when every member of the population has an equivalent chance of being chosen (Saunders et al., 2009). In proportionate random stratified sampling, the sample size of each stratum is proportionate to the population size of the stratum when viewed against the entire population. This means that each division has the same sampling fraction (Mathew, 2013). For the purposes of this study, the proportionate random stratified sampling approach was implemented. For the purpose of sampling participants an updated

employee list was requested by the researcher from HR. The total population was divided into different subgroups, or strata, and the final respondents were then selected proportionally and randomly from the different strata.

3.6 Data collection instrument

A questionnaire was used to collect data for this study. The questionnaire used in this study consisted of both dichotomous and Likert scale questions, which are closed-ended questions. Questionnaires designed by Nienaber et al. (2014) and Naidoo and Martins (2014) were adopted, and the questions were modified to apply to the context of this study. The questionnaire developed in this study consisted of four sections. Section A collected biographical information about the participants. Section B collected descriptive information related to organisational change. Section C contained five-point Likert-scale questions on employee engagement. Section D contained five-point Likert scale questions on organisational culture. Although the questionnaire was originally created in the English language, it then had to be translated into isiZulu since some of the targeted participants were not fluent in the English language. Both versions of the questionnaire are attached to the list of appendices as Appendix 5 and Appendix 6, respectively. To test the quality of the questionnaire in terms of suitability, applicability, and clarity of questions, a pilot study was conducted with 10 participants. These 10 participants were employees also permanently employed within the distribution centre. Feedback received from the pilot was not included as part of the main dataset however was only used to improve the questionnaire.

3.7 Data collection process

Data collection only commenced after full ethical approval was obtained from the Institutional Research Ethics Committee (IREC) and the Durban University of Technology. The ethics approval letter is attached as Appendix 7. Prior to data collection, permission was obtained to collect data in the organisation, and this was granted by the manager of the distribution centre selected. The signed gatekeeper's letter received is attached as Appendix 8. The questionnaire was administered online

by the researcher. Communication was sent to the business through the human resources (HR) department. A letter of information containing all the details of the study was sent to each potential participant. Those who agreed to participate were asked to sign a written consent confirming that they were sufficiently informed about the study and voluntarily agreed to participate without any coercion. The letter of information and consent letter were presented either in the English language or in isiZulu, depending on each participant's choice of language. Copies of these documents are attached as Appendix 5 and Appendix 6 respectively.

Each of the selected participants received a link on their cell phone. Upon clicking on the link, the participant was taken to a different screen containing the letter containing information regarding the intention of the study as well as several other important pieces of information. The participants were then taken to another screen, which contained the consent letter, which indicated that selected participants were invited to participate in the survey but on a voluntary basis. Emphasis was placed on the issues of confidentiality and anonymity. The link then asked the participants to give consent prior to participating in the study.

3.8 Data analysis

The findings were scrutinised into two main parts. The initial part involved the use of descriptive statistics and frequency distribution statistics, thus organising survey data in a reasonable and readable manner. Descriptive statistics are usually used to summarise key variables and are generally presented in tables and graphs. In this study, tables showing the means, minimum, maximum, standard deviations, and modal statistics were adopted to show the summary statistics of biographical and other descriptive data.

The second part of analysis involved probit regression modelling, which is used to scientifically observe the influence of organisational change on organisational culture and employee engagement in the context of a retail distribution centre. Probit regression models give a dual (binary) related variable, with the assumption that the probability of a positive outcome is informed by the standard normal cumulative distribution function. This then turns the highest likelihood models into dichotomous

dependent variables coded as 0 or 1. Theoretically, the formula of a probit model, as suggested by Aldrich and Nelson (1984) is:

$$\Pr (y_i \neq 0|x_j = \Phi(x_j\beta) \tag{1}$$

where *Pr* is the probability of the dependent variable; *y_i* is the dependent variable, which in the context of this study are the models for organisational culture and employee engagement; *x_j* represents the explanatory variables, which in the context of this study is organisational change; Φ is the average snowballing normal; and β is the coefficient of each selected determinant. Since probit modelling requires dichotomous dependent variables coded as 0 or 1, the Likert scale data collected during this study will be transformed into model variables. This approach was applied in several other studies, including those by Murwirapachena (2021) and Ngcobo et al. (2023).

The equation specified above is transformed into two sets of empirical models. The first set regards the effect of organisational change variables on employee engagement, while the second set of probit models regards the marginal effect of organisational change variables on organisational culture. A summarised empirical model for the former is:

$$Engage_i = \alpha + \beta_1 Awareness + \beta_2 Communication + \beta_3 Morale + \beta_4 Involve + \beta_5 Performance + \beta_6 Department + \beta_7 Gender + \beta_8 Age + \beta_9 Service \tag{2}$$

where *Engage_i* represents employee engagement variables (there are 10 employee engagement variables and estimation is done for each), *Awareness* refers to employees being informed or understanding of things that are happening within the organisation, *Communication* refers to the imparting of information by management to staff or vice versa through speaking, writing, or using other forms, *Morale* refers to the level of enthusiasm, confidence, or loyalty of an employee or group of employees towards their employer, *Involve* refers to employees being made an integral part of a change process and results, *Performance* refers to the action of performing a specific task or set of tasks, *Department* refers to divisions within a business that specialize in offering certain services that contribute to the overall functionality of the business, *Gender* refers to the social, psychological, cultural and behavioral aspects of being a

man, woman, or other gender identity. *Age* refers to the age categories of employees within an organisation, *Service* refers to the quantity of years of service an employee has served within an organisation, α is the intercept (constant), while $\beta_1 - \beta_9$ represent the marginal effect of each organisational change variable. The same organisational change variables are used as explanatory variables in the second set of models where their marginal effect on organisational culture variables is estimated. Thus, the empirical model for the marginal effect of organisational change variables on organisational culture is estimated as follows:

$$Culture_i = \alpha + \beta_1 Awareness + \beta_2 Communication + \beta_3 Morale + \beta_4 Involve + \beta_5 Performance + \beta_6 Department + \beta_7 Gender + \beta_8 Age + \beta_9 Service \quad (3)$$

where $Culture_i$ represents organisational culture variables (there are 7 organisational culture variables and estimation is done for each), while the descriptions of the other variables and parameters are as explained for equation 2.

3.9 Validity and reliability testing

Validity refers to the ability of a research study's results to be applied across multiple time frames and constraints. Unless otherwise specified as a specific limitation to a specific study, the results obtained must be applicable to similar conditions over multiple time frames and across geographical boundaries (Walia et al., 2020). On the other hand, reliability measures consistency of values obtained in repeated measurements under the same conditions with the same data collection instrument (Surcuc et al., 2020).

The validity and reliability of a research methodology are determined by the accuracy and consistency of the survey instruments (Taherdoost, 2016). Thus, all research must be free of personal bias, and there should be no room for suggested alternatives based on the researcher's personal preferences. Reliability refers to the extent to which the assessing instrument can produce similar results even when used repeatedly (Terre Blanche et al., 2006). A test is considered reliable if it is able to give consistent results when used by different researchers under stable conditions. Reliability indicates levels

of uniformity in results over time. Furthermore, reliability is seen as the extent to which a test is free from any measurement errors (Fraenkel et al., 2003).

To accomplish validity in this study, an extensive literature review was followed to compile the questionnaire. The questionnaire was further piloted on 10 people prior to data collection to remove any detectable forms of ambiguity and bias. Sufficient time was also given to both data collection and analysis as a measure to improve the robustness of the data and results. To accomplish reliability, this study used the test-retest approach. The test-retest reliability approach will show the questionnaire's ability to measure consistency in the results produced and those to be produced if the same test is done multiple times under comparable conditions over time. To do this, the questionnaire was administered to a pilot group and the results from the pilot study were compared to those obtained in the actual study. Cronbach's alpha test was adopted to measure the reliability of the questionnaire.

3.10 Ethical considerations, anonymity, and confidentiality

Ethical considerations are practises and morals of conduct that speak to what is accepted as right and wrong (Bryman and Bell, 2007). These help to regulate the alteration of accepted and unaccepted behaviour. In this study, the ethical principle of self-determination, where respondents are treated as autonomous agents, was maintained. This was communicated to the respondents before conducting the survey. Furthermore, respondents were informed about the study and that their participation was completely voluntary. Hence, they could choose to participate or discontinue the survey at any time they felt inclined to do so. Respondents will be presented with an informed consent form prior to conducting the survey. The informed consent form indicates that respondents are taking part in the survey voluntarily and can opt out at any time during the survey.

Confidentiality and anonymity are the critical ethical principles that will be followed to protect the privacy of respondents. The gathering of sensitive and/or personal information from respondents requires researchers to uphold anonymity and confidentiality (Surmiak, 2018). The identities of respondents will not be published; that is, the names, photographs, or any identifying data will be handled as extremely

confidential, and numbers will be used to identify respondents. The study made sure that the data was not controversial, and that confidentiality was ensured, particularly where personal data was collected. In addition to confidentiality and anonymity, informed consent is also critical. Respondents were also provided with contact information about the researcher and that of key personnel at the institution (Durban University of Technology) in the event of further questions or complaints.

3.11 Conclusion

The chapter presented the methodology for the study. Several issues, ranging from the research design to key ethical considerations, were discussed. Clarity was provided on issues like the study population and sample size, as well as data collection and analysis approaches. The next chapter presents and discusses the results of the study.

CHAPTER 4

RESULTS

4.1 Introduction

The data collection and analysis, as guided by the research objectives, were the main issues discussed. This study was set to achieve four main objectives: examine the influence of organisational changes on organisational culture; examine the influence of organisational change on employee engagement; and lastly, determine the purpose of demographic factors on organisational modifications and employee engagement. Finally, the study will recommend possible approaches that the retail distribution centre can take to manage the occurrence of change within their organisation. To achieve these objectives, quantitative data was collected from permanent employees within the retail distribution centre using an online questionnaire. This chapter presents the results of the study. First, the chapter presents a discussion of the descriptive information on the biographical characteristics of the respondents. Second, frequency distributions based on the responses on change management are presented. Thirdly, the results of probit regression on the effect of change on employee engagement are presented. Fourth, probit regression results on the effect of change on organisational culture are presented. The last section concludes the chapter.

4.2 Descriptive statistics

An online questionnaire was used to collect data for this study. The questionnaire consisted of both dichotomous and Likert-scale questions. A proportionate random stratified sampling method was used to select participants, and the researcher administered the questionnaire online. Literature suggests that using a correct sample size is not always an assurance that the verdicts of the study will precisely replicate the target population, therefore the target sample needs to be large enough to disclose patterns in the data (Mbuso, 2021). In this study a link was distributed to 143

employees who were permanently employed at the distribution centre. However, only 110 responses were received which equates to 76,92% which is close. The informative statistics of the data collected are displayed in Table 4.1.

Table 4. 1: Descriptive statistics of quantitative data (N=110)

		Statistics
Department (%)	Receiving	12
	Inventory	25
	Value added services	9
	Automated Picking System	22
	Induction	8
	Dispatch	24
Age (%)	18-24	11
	25-35	80
	36-50	7
	51 and above	2
Gender (%)	Male	43
	Female	56
	Prefer not to say	1
Level in the organisation (%)	DC assistant (General Assistants or MHE Operators)	99
	Management (DC Controller or other)	1
Years of service (%)	0-4	52
	5-10	79
	11-15	14
	15 and over	7

Source: Author's own table

Participants were randomly selected across all departments. The participants are employed as DC assistants however majority are aged between the ages of twenty-five (25) to thirty-five (35). About 79% of the participants have been employed at the retail distribution centre for about five (5) to ten (10) years. These descriptive statistics are fundamental in giving deeper understanding on the data and giving insights on the behaviour of the sampled participants. Furthermore, they provide insights on the diversity in the levels of positions, age, work experience, views and perceptions of the population group.

4.3 Responses on change management

Participants were asked five (5) dichotomous questions on organisational change to which they could respond with a “yes” or “no”. These questions asked participants if they were aware of changes that have taken place in the organisation and if these changes have affected morale and company performance in any way. These questions were intended to shed light on the perceptions and experiences of the participants in relation to organisational change. The frequency distribution of participants’ responses to these questions is shown in Figure 4.1.

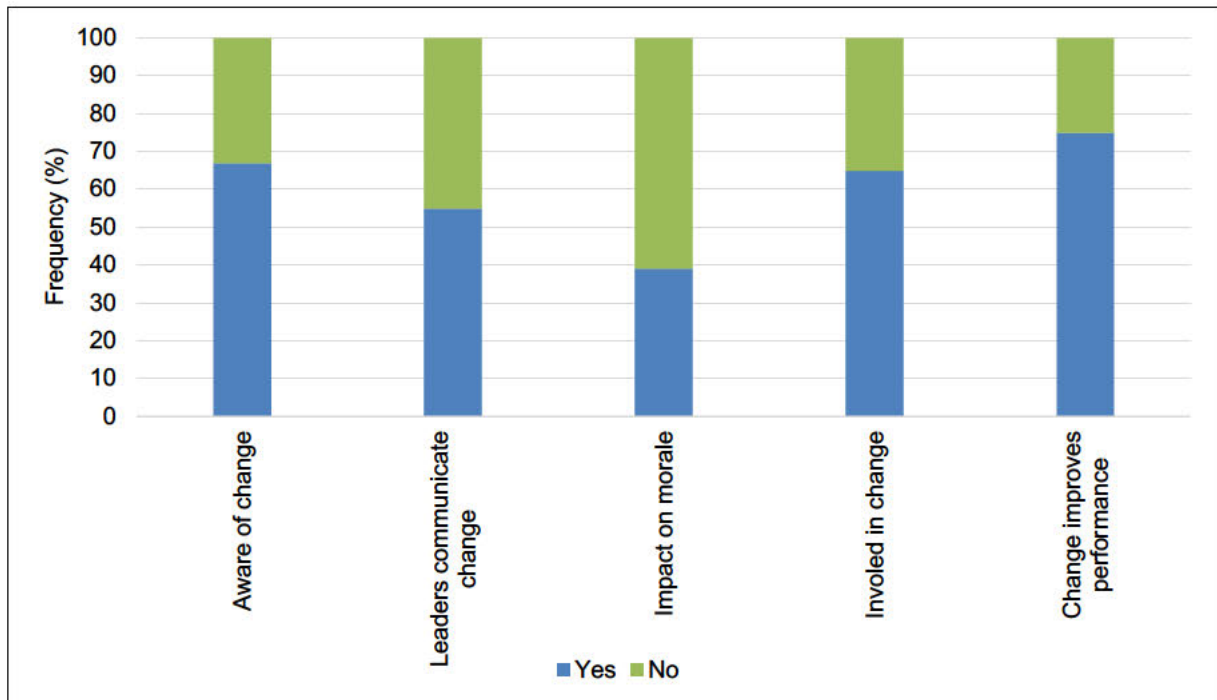


Figure 4. 1: Responses on change management (N = 110)

Source: Author’s own diagram

Figure 4.1 shows that close to 70% of the respondents agreed that they were aware of the various changes that have taken place within the retail distribution centre. According to Nazan (2022), resistance is considered one of the most common obstacles to organisational change; therefore, knowing and using appropriate strategies such as awareness contributes to its successful implementation. In addition, 55% of the respondents indicated that leaders communicated with them as and when

changes were to take place, and a further 65% indicated that they were involved with leaders during the change process. This is good for organisational success; therefore, the distribution centre needs to continue and maintain these strategies for the implementation of organisational change. Lastly, 75% of the respondents agreed that change is needed to improve performance within the retail distribution centre. Sithole (2023) adds that change is a challenge that needs to be embraced by organisations in order to improve the production and provision of services to clients by adopting various approaches and methodologies to their operations.

Differently, participants were asked ten (10) questions related to employee engagement. The questions contained a Likert scale with four options (i.e., strongly agree, agree, disagree, and strongly disagree). These questions were intended to shed light on the employee engagement levels of the participants. The frequency distribution of participants' responses to these questions is shown in Figure 4.2.

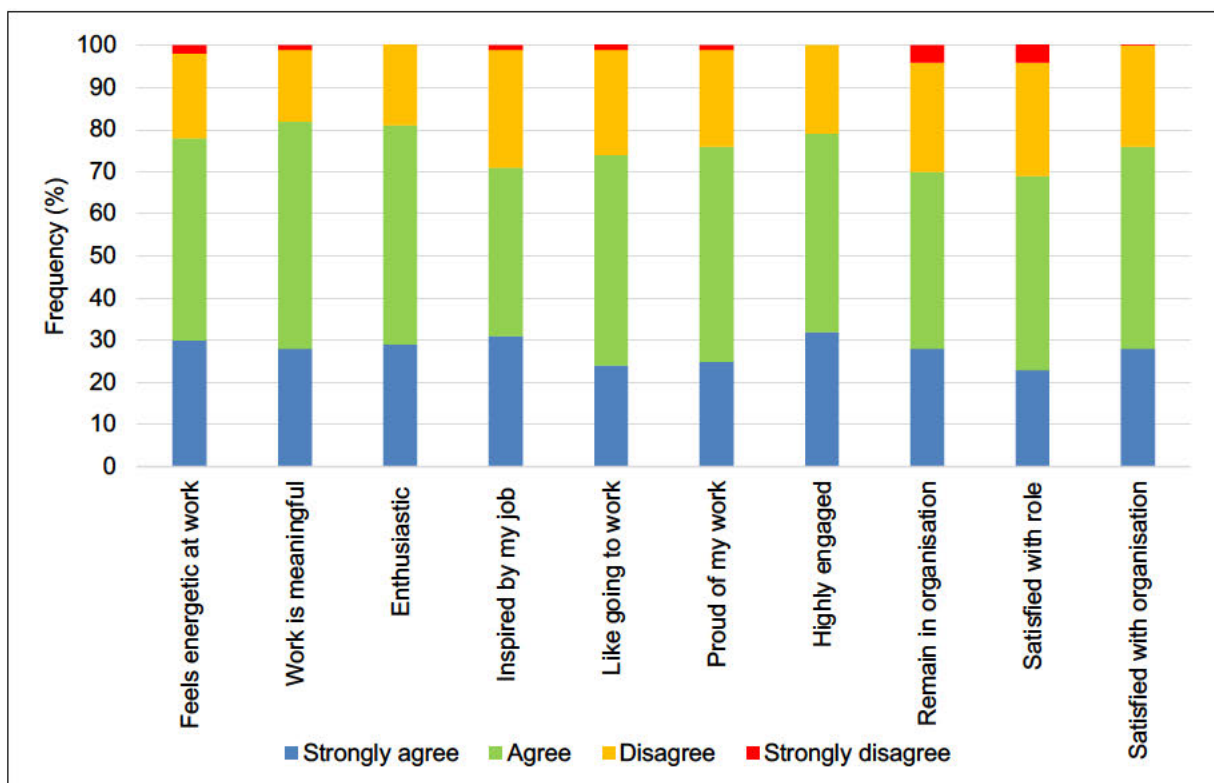


Figure 4. 2: Responses on employee engagement (N = 110)

Source: Author's own diagram

These responses show that close to 80% of the participants felt energetic at work, while a further 71% indicated that they were enthusiastic about their jobs. Literature

on engagement indicates that engagement is the opposite of burnout; it further states that engaged employees display energy, have a deep, energetic relationship with their work activities, and they see themselves as able to deal well with the demands of their job. Moreover, 76% of the participants indicated that they are proud of their work, while a further 70% indicated that they are likely to remain in this organisation, and lastly, 69% said that they were satisfied with their roles. Given these insights, one can conclude that the participants have high engagement levels, as defined by Bhana (2019). Engagement is indicated by having an encouraging, satisfying, job-related attitude that is characterised by energy, commitment, and interest.

Further, participants were asked seven (7) questions on organisational culture. The questions used a Likert scale with four options (i.e., strongly agree, agree, disagree, and strongly disagree). These questions were intended to shed light on the participants' views regarding organisational culture. It is imperative to recognise organisational culture since it is an important aspect for improving performance and productivity (Kiziloglu, 2021). The frequency distribution of participants' responses to these questions is shown in Figure 4.3.

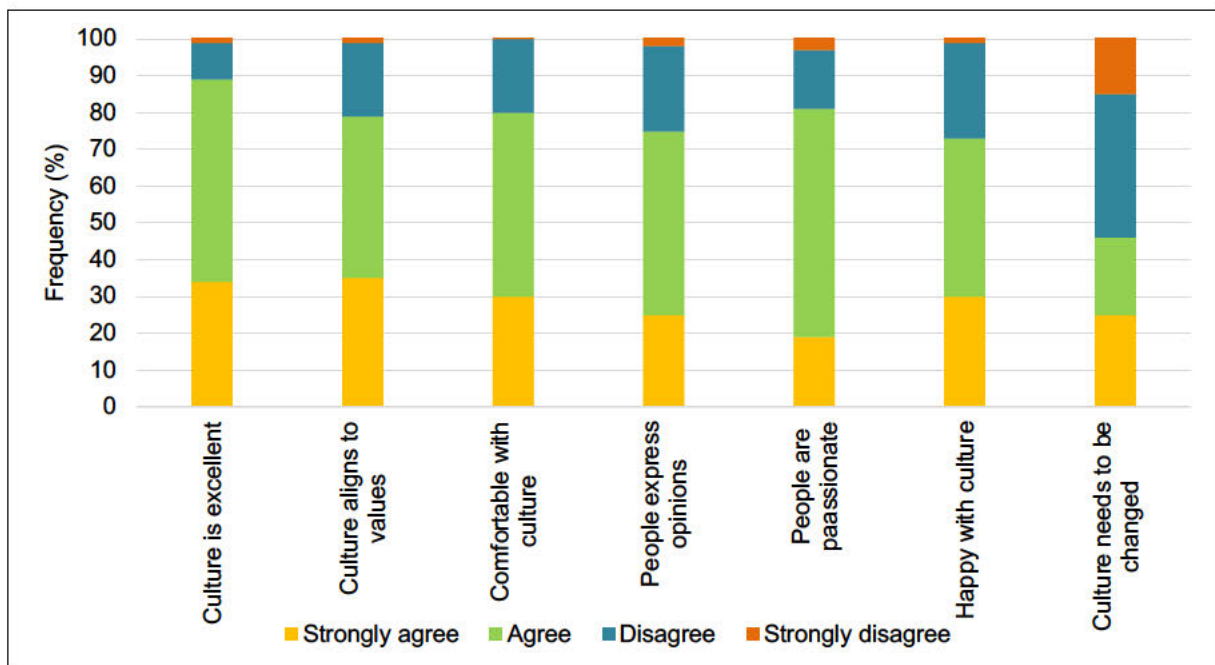


Figure 4. 3: Responses on organisational culture (N = 110)

Source: Author's own diagram

Responses show that 90% of the participants think that the culture in the retail distribution centre is excellent, while a further 80% believe that it aligns with the company values, and 81% of the participants said that the culture allows them to remain passionate about their jobs. This then supports the definition of culture by Romani et al. (2018), which stated that it is an approach of common norms and values that have a substantial influence on the behaviour of employees in an organisation (Kiziloglu, 2021). What is interesting to note is that 73% of the respondents say that they are happy with the organisational culture as it is, while a further 55% state that they do not think the culture should be changed. Given these results, one can conclude that the culture within the retail distribution centre is positive and that it is a contributing factor to the organisation's resilience during unexpected organisational changes, as mentioned in the earlier parts of the study. According to Gasparri (2022), a positive organisational culture drives an organisation with happy, motivated, and valued employees. Equally, a strong organisational culture is critical to attracting the best talent and enhancing employee retention and engagement rates. These traits generally lead to customer satisfaction, better sales, and overall organisational success.

For organisational leaders, executing change within organisations means persuading employees to try new things, while for the employees, it means moving away from what they are used to. Furthermore, as change is implemented, employees feel loss, ambiguity, and disappointment, which can affect the planned and expected results of change and its outcomes (Potoski, 2023). The main objective of the study was to examine the influence of organisational change on organisational culture and employee engagement; therefore, to do this, probit regression modelling was used as an estimation tool.

The organisational change variables examined in this study are awareness, communication, morale, involvement, and performance. Understanding the individual relationships between these organisational change variables is essential before they are used as explanatory variables in probit regression modelling. Therefore, correlation tests are administered to examine whether the problem of multicollinearity exists between the explanatory variables. The existence of multicollinearity among the explanatory variables will affect fitting the probit models, thus producing unreliable

results. Thus, a simple Pearson’s correlation test measures the depth and direction of association among the explanatory variables. Pearson’s correlation test was chosen because some of the biographical variables are constant. Correlation values range from 0 to 1, where a correlation value of 0 implies no association between the variables, while a correlation value of 1 implies an influential association; thus, the strength of association of the variables increases as the correlation value approaches 1 (Ngcobo et al., 2023). The correlation test matrices are presented in Table 4.2.

Table 4. 2: Correlation matrices of organisational change covariates

	Awareness	Communication	Morale	Involve	Performance
Awareness	1.000				
Communication	0.499	1.000			
Morale	-0.564	-0.456	1.000		
Involve	0.425	0.536	-0.407	1.000	
Performance	0.454	0.461	-0.504	0.739	1.000

Source: Author’s own table

Evident from Table 4.2, correlation coefficients are generally very small throughout the change variables except for the relationship between “performance and involvement, which shows absolute statistics greater than 0.5. Thus, closer relationships exist between these variables, implying that including them together as explanatory variables in probit regression modelling will produce bogus relationships that can impact the sturdiness of the models.

4.4 The effect of change on employee engagement

The probit regression model is used to assess the effect of organisational change variables on employee engagement and organisational culture. According to Aldrich and Nelson (1984), probit regression models require a dual (binary) dependent variable. However, for this research study, participants were asked ten (10) questions on employee engagement using a 4-point Likert scale with the options “strongly agree, agree, disagree, and strongly disagree”. Participants who chose “strongly agree and

agree” were highly engaged. Therefore, we follow Ngcobo et al. (2023) and deduce a dummy binary variable from the Likert scale responses, where all “strongly agree and agree” responses were coded 1, and 0 otherwise. This was done for all 10 employee engagement questions. Thus, probit models were estimated for each of the 10 employee engagement questions where the generated dummy variable was used as the dependent variable. In doing this, the regression models examined the probability of affirming each employee engagement trait given the respective organisational change variables. Findings for each model are presented in Table 4.3.

Table 4. 3: Marginal effects of organisational change on employee engagement

	Energy	Meaning	Enthusiastic	Inspire	Morning	Pride	Engaged	Retention	Role	Organisation
Awareness	-0.063 [0.075]	-0.089 [0.072]	-0.225*** [0.073]	0.024 [0.067]	-0.059 [0.058]	-0.000 [0.074]	-0.167*** [0.075]	-0.101 [0.007]	-0.076 [0.065]	-0.119* [0.075]
Communication	0.003 [0.076]	0.153* [0.087]	0.106* [0.006]	0.033 [0.068]	-0.059 [0.061]	0.126 [0.088]	0.077 [0.007]	-0.002 [0.073]	-0.005 [0.062]	0.078 [0.081]
Morale	0.043 [0.081]	0.150** [0.068]	0.000 [0.058]	0.160*** [0.059]	0.145*** [0.056]	0.163*** [0.067]	0.010 [0.065]	0.073 [0.073]	0.149*** [0.006]	0.039 [0.078]
Involve	-0.091 [0.098]	-0.110 [0.097]	-0.048 [0.008]	-0.001 [0.082]	0.149* [0.098]	-0.059 [0.093]	-0.056 [0.089]	-0.230*** [0.074]	0.025 [0.090]	0.166 [0.136]
Performance	-0.140* [0.084]	-0.136* [0.078]	-0.121* [0.072]	-0.229*** [0.068]	-0.220*** [0.084]	-0.191*** [0.075]	-0.121*** [0.070]	-0.084 [0.089]	-0.215*** [0.084]	-0.412*** [0.127]
Department	-0.003 [0.020]	-0.001 [0.021]	0.009 [0.016]	-0.016 [0.019]	0.008 [0.016]	-0.004 [0.019]	0.155 [0.018]	0.006 [0.018]	-0.005 [0.016]	-0.048** [0.002]
Gender	-0.023 [0.065]	-0.009 [0.007]	-0.120* [0.070]	0.051 [0.066]	-0.123*** [0.064]	0.019 [0.064]	-0.066 [0.066]	-0.199*** [0.065]	0.016 [0.060]	0.071 [0.081]
Age	0.145** [0.071]	0.148*** [0.061]	0.169*** [0.006]	0.095* [0.055]	0.155*** [0.052]	0.144*** [0.006]	0.200*** [0.069]	0.123* [0.072]	0.176*** [0.056]	0.086 [0.062]
Service	-0.024 [0.031]	-0.036 [0.030]	-0.074** [0.032]	-0.056** [0.027]	-0.002 [0.025]	-0.030 [0.029]	-0.103*** [0.032]	-0.068*** [0.030]	-0.038 [0.025]	-0.058** [0.029]
Observations	107	107	107	107	107	107	107	107	107	107

Note: ***, ** and * = statistical significance at 1%, 5%, 10% level, respectively. Standard errors in parenthesis.

Results in Table 4.4 are read based on the statistical significance and the sign of the coefficient of each organisational change variable in each model. Statistically significant relationships exist when the p-value is less than 0.001 (i.e., significance at 1%), or the p-value is more significant than 0.001, but less than 0.005 (i.e., significance at 5%), or the p-value is more significant than 0.005 but less than 0.010 (i.e., significance at 10%). On the other hand, a negative coefficient implies a negative relationship between the given organisational change variable and the given employee engagement trait. Thus, a positive coefficient implies otherwise.

Estimation results in Table 4.4 show company performance as the most consistent variable, statistically significant at a 1% significance level across all the employee engagement traits. The coefficient is consistently positive across all models. Results on the relationship between organisational change and employee engagement imply that company changes that have taken place within the distribution centre have been seen as contributors to good company performance and thus positive employee engagement. Thus, the outcomes are consistent with findings from other studies in the literature that also indicate that there is a positive relationship between organisational change, perceived performance, and engagement (Abonyo, 2023; Lee, 2023).

Age was also the second highest variable with consistency, which was also statistically significant at 1% significance across 6 models of the employee engagement. The coefficient is consistently positive across all models. Results on the relationship between organisational change and employee engagement imply that age also determines the level of engagement in the role and the organisation. These findings are relevant and add to those from a recent study by Tyagi (2023).

Furthermore, years of service also show a positive coefficient, which is statistically significant at 5% in two models, while it was also statistically significant at 1% in three models, making it the third most consistent variable. These results indicate that employees who have been with the organisation for longer are more accepting of organisational change and thus remain highly engaged when compared to those with fewer years of service. A study by MacManus (2015) confirms this by stating that engagement leads to positive outcomes within organisations such as heightened productivity and task performance, satisfaction of customer needs, and decreased employee turnover. Such findings are consistent with findings from a recent study by

Megawaty (2022), which also studied the relationship linkage between styles of leadership, commitment of employees, motivation, climate on engagement and performance and found a positive relationship.

Lastly, employee morale appears as a consistent variable throughout with a positive coefficient that is statistically significant at 1% across 4 models of the employee engagement traits and statistically significant at 5% on one model. These results indicate a positive relationship between employee morale and employee engagement. According to Pattnaik (2020), employee morale has a significant role in creating a healthy work environment. The author also adds that higher levels of employee morale can be linked to innovation and creativity, job satisfaction, and employee commitment to the organisation, thus leading to an increase in organisational performance.

4.5 The effect of change on organisational culture

The probit regression model is used to assess the influence of change within the organisational variables on organisational culture. According to Aldrich and Nelson (1984), probit regression models require a binary dependent variable. Again, for this study, participants were asked ten (10) questions on organisational culture using a 4-point Likert scale with the options “strongly agree, agree, disagree, and strongly disagree”. Participants who chose “strongly agree and agree” were highly engaged. Therefore, we followed Ngcobo et al. (2023) and created a dummy dual (binary) variable from the Likert scale responses, where all “strongly agree and agree” responses were labelled 1, and 0 otherwise. This was done for all 10 employee engagement questions. Thus, probit models were estimated for each of the 10 employee engagement questions where the generated dummy variable was used as the dependent variable. In doing this, the regression models examined the probability of affirming each employee engagement trait given the respective organisational change variables. Findings for each model are presented in Table 4.4.

Table 4. 4: Findings for each model

	Excellent	Values	Comfort	Opinion	Passion	Happy	Change
Awareness	0.054 [0.078]	0.018 [0.073]	0.008 [0.078]	-0.065 [0.052]	0.021 [0.096]	-0.067 [0.068]	-0.022 [0.099]
Communication	-0.123* [0.007]	-0.102 [0.073]	-0.009 [0.077]	0.016 [0.060]	-0.176** [0.086]	-0.040 [0.070]	0.101 [0.090]
Morale	-0.024 [0.008]	0.013** [0.076]	0.091 [0.082]	-0.040 [0.065]	0.088 [0.103]	0.060 [0.074]	-0.199** [0.095]
Involve	0.144 [0.016]	-0.000 [0.107]	0.071 [0.127]	-0.116** [0.062]	0.040 [0.134]	0.046 [0.097]	-0.152 [0.119]
Performance	-0.027* [0.165]	-0.206*** [0.086]	-0.309* [0.115]	-0.116*** [0.047]	-0.277*** [0.125]	-0.253*** [0.077]	0.265*** [0.127]
Department	-0.039* [0.024]	-0.004 [0.020]	-0.028 [0.026]	-0.003 [0.013]	-0.006 [0.024]	0.020 [0.019]	-0.010*** [0.023]
Gender	0.052 [0.074]	-0.058 [0.068]	0.078 [0.078]	-0.014 [0.045]	0.024 [0.077]	0.034 [0.065]	0.030 [0.081]
Age	-0.002 [0.065]	0.094 [0.064]	0.063 [0.062]	0.086 [0.062]	0.140 [0.090]	0.084 [0.065]	0.081 [0.087]
Service	-0.068*** [0.030]	-0.058** [0.030]	-0.063*** [0.029]	-0.025 [0.025]	-0.056 [0.039]	-0.083*** [0.029]	0.039 [0.004]
Observations	107	107	107	107	107	107	107

Note: ***, ** and * = statistical significance at 1%, 5%, 10% level, respectively. Standard errors in parenthesis.

Results in Table 4.4 are read based on the statistical significance and the sign of the coefficient of each biographical variable in each model. Statistically significant relationships exist when the p-value is less than 0.001 (i.e., significance at 1%), or the p-value is more significant than 0.001, but less than 0.005 (i.e., significance at 5%), or the p-value is more significant than 0.005 but less than 0.010 (i.e., significance at 10%). On the other hand, a negative coefficient implies a negative relationship between the given organisational change variable and the given employee engagement trait. Thus, a positive coefficient implies otherwise.

Estimation results in Table 4.4 show company performance as the most consistent variable, statistically significant at a 1% significance level across five of the seven models of organisational culture. Results on the relationship between organisational change and organisational culture imply that company changes that have taken place

within the distribution centre have been seen as being associated with and making a contribution to the organisational culture by the participants. These results are consistent with a study by Rashid (2004), which investigated the influence of organisational culture on attitudes towards organisational change. Results showed that there is a significant relationship between organisational culture and outlooks concerning change within organisations.

Moreover, years of service also emerged as the second most consistent variable. It was statistically significant at a 1% significance level across 4 models, and statistically significant at 5% on one model. Results imply that there is a relationship between years of service and organisational culture. Further, the results also imply that employees with a greater number of years of service are more accepting of organisational changes and are therefore more satisfied with organisational culture. These findings relate to those from a study by Chahal (2017), which aimed to assess culture within organisations. Turnover of employees and retention of employees within the hospitality sector revealed that rewards, environment, enhancement in employee morale, growth opportunities, and communication were aspects that can help in reducing turnover intentions.

4.6 Conclusion

This chapter presented the empirical results of the study. Results based on a survey conducted on organisational changes were presented. Key results emerged from the study. Among these results was the revelation that there is a positive relationship between organisational change and employee engagement, thus implying that company changes that have taken place within the distribution centre have been seen as contributors to good company performance and ultimately positive employee engagement.

Further, company performance emerged as the most consistent variable, with a statistically significant level of 1% significance across all the employee engagement models. It also emerged from the study that organisational changes were seen as being associated with or having influence on the organisational culture. Lastly, age and years

of service, when used as change variables, were consistently positively associated as influencing factors on employee engagement and organisational culture. The next chapter concludes the study and suggests possible recommendations towards organisational change, employee engagement, and organisational culture within the retail distribution centre.

CHAPTER 5

CONCLUSION

5.1 Introduction

The previous chapter presented the findings of this study. This chapter is organised into four sections. The first section summarises the study. Secondly, recommendations from the study are presented. Thirdly, the chapter presents areas for future research. Fourthly, the chapter discusses the delimitations of the study.

5.2 Summary

The purpose and objectives of this study were to assess the influence of changes within the organisation on the culture and engagement of employees at a retail distribution centre in KwaZulu-Natal. This aim was to be achieved through the fulfilment of the following three objectives: to examine the impact of organisational change on organisational culture to examine the impact of organisational change on employee engagement; and lastly, to determine the role of demographic factors on organisational change and employee engagement.

To achieve the aim and outlined objectives, the study followed a quantitative research methodology and data was collected, analysed, and discussed. The measurable quantitative data was collected by means of an online survey conducted on 110 participants employed permanently within the retail distribution centre. The proportionate random stratified sampling approach was considered the most appropriate for this study. Several key findings were reported, and these are now categorised according to the objectives of the research.

In terms of the objective that sought to assess the influence of changes within the organisation on organisational culture, company performance was the most consistent variable, statistically significant at a 1% level across five of the seven models of

organisational culture. These results implied that company changes that have taken place within the distribution centre were seen as being associated with and making a contribution to the organisational culture by the participants.

In line with the second objective, which sought to assess the impact of organisational change on employee engagement, company performance emerged as the most consistent variable, statistically significant at a 1% significance level across all the employee engagement models, with coefficients that were consistently positive across all models. These results implied that there is a relationship between organisational change and employee engagement; they also implied that company changes that have taken place within the distribution centre have been seen as contributors to good company performance, thus positive employee engagement.

Furthermore, in line with the third objective, which sought to determine the role of demographic factors in organisational change and employee engagement, the results indicated that age and years of service were the two most consistent change variables that had influence on organisational change perceptions, higher levels of employee engagement, and a good attitude towards organisational culture.

5.3 Recommendations

Based on the findings reported in the study, further research still needs to be conducted to determine the influence of organisational change on organisational culture and employee engagement within the retail industry, specifically within the operations and store environments as this is a broader representation of the organisation and operates differently from the retail distribution centres.

Moreover, external forces of change are likely to be the norm in the lives of organisations; therefore, it is imperative for managers within the retail organisation to respond to the ongoing changes, disturbances, and ambiguity imposed by these forces. External forces are usually seen as disruptive events that bring hardship and organisational decline. Thus, the ability for organisations to thrive in the retail space depends on their ability to learning from these events, create a new norm of normal,

and create meaningful ways to promote good organisational culture and drive employee engagement.

Literature continues to confirm that changes in the workplace do tend to significantly increase the pressure placed on employees, often to the detriment of their health and personal lives. Therefore, the retail distribution centre should implement policies that continue to drive employee engagement initiatives in order to sustain individuals' job satisfaction, adaptivity, and creativity, which will then lead to higher productivity, profitability, and customer satisfaction, as well as lower absenteeism and turnover.

5.4 Areas of future research

The findings of this study will help the retail distribution centre craft and implement evidence-based policies that can promote new practices for change management that can drive and promote employee engagement as well as organisational culture. Very few similar studies exist on this topic, and it would be helpful to explore this phenomenon in other retail organisations within KwaZulu Natal and South Africa.

Further research should still be conducted to comprehend the influence of organisational change on organisational culture and employee engagement within the retail industry. Even though the present research has given new insights into the relationships between organisational change, employee engagement, and organisational culture, some limitations need to be acknowledged. Future research will need to adopt a longitudinal analysis to better comprehend the causal and reciprocal relationships between the variables modelled, as well as distinguish improvements or changes in the differences of the target population at both the group and individual levels.

Moreover, further opportunity exists for future research to adopt a qualitative research approach in order to obtain more detail on how and why participants felt and responded the way they did to each set of questions, providing a deeper understanding of experiences, phenomena, and context, which is detail we cannot obtain from numbers. Lastly, a larger sample size is desirable to increase the reliability of the results reported in this study. Due to time constraints, only 143 participants were sampled in this study.

5.5 Delimitations of the study

The current study only investigated the influence of changes in the organisation on organisational culture and employee engagement within the retail distribution centre, which is only a small population compared to the broader organisation. Future research should study the operations and stores environments as these represent the majority of employees within the organisations. Moreover, due to time constraints only 143 participants were sampled in this study using a quantitative research approach, and lastly, further details could have been obtained by using a mixed research methodology.

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LIST OF APPENDICES

Appendix 1: Letter of Information (English version)



LETTER OF INFORMATION

Title of the Research Study: The influence of organisational change on organisational culture and employee engagement at a retail distribution centre in KwaZulu-Natal

Principal Investigator/s/researcher: Thobeka Ndlovu, Bachelor of Social Science Industrial Psychology(Associate Member SIOPSA)

Co-Investigator/s/supervisor/s: Dr Genius Murwirapachena, PhD in Economics

Brief Introduction and Purpose of the Study:

Good day,

My name is Thobeka Ndlovu, and I am a student at the Durban University of Technology currently enrolled for the Master of Business Administration Degree. My student number is 22176195.

Invitation to the potential participant I am conducting a study that seeks to examine the impact of organisational change on both the organisational culture and employee engagement within a clothing retail distribution centre.

The purpose of the study is to determine how organisational changes whether prompted by external or internal factors have affected the culture and levels of engagement within your organisation.

Research is a systematic way undertaken to increase the stock of knowledge". It involves the collection, organization and analysis of evidence to increase understanding of a topic.

I would like to invite you to participate in this research. In our effort to adhere to COVID-19 health and safety protocols, As a participant, you will receive a link that will allow you to freely engage in the survey and complete a questionnaire at a time that is convenient for you. The Survey can be completed through a normal PC or your personal cellphone. The survey will take around 10 minutes to complete.

There will be no discomfort or risk to you as a participant. There will be no negative consequences if you choose not to participate or withdraw participation in the survey. Also note that you will not be compensated for your participation in the survey, and you will not incur any expenses by participating in this study. Your name will not be written on the questionnaire, nor will we be able to determine who the feedback is from., Please ensure that you respond honestly and individually away from your other colleagues to maintain confidentiality. Findings from the study will be made available to any parties who are interested and will also be published as a journal article.

To ensure confidentiality survey feedback data will be stored for 5 years on a password protected laptop and a password protected google cloud folder that no one can access without permission.

Persons to contact in the Event of Any Problems or Queries: My supervisor, Dr G Murwirapachena on 031 373 5198 or geniusm@dut.ac.za. Myself, Thobeka Ndlovu 0815595010 or tmahlase27@gmail.com, or the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Acting Director: Research and Postgraduate Support Prof K Motaung on TtiDirector@dut.ac.za

Appendix 2: Informed consent English Version)



CONSENT

Full Title of the Study: The influence of organisational change on organisational culture and employee engagement at a retail distribution centre in KwaZulu-Natal

Names of Researcher/s: Thobeka Ndlovu

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Thobeka Ndlovu (researcher), about the nature, conduct, benefits, and risks of this study - Research Ethics Clearance Number: _____.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant	Date	Time	Signature /
_____	_____	_____	_____

I, _____ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher	Date	Signature
_____	_____	_____

Full Name of Witness (If applicable)	Date	Signature
_____	_____	_____

Full Name of Legal Guardian (If applicable)	Date	Signature
_____	_____	_____

Appendix 3: Data collection instrument (English version)

SECTION A: PERSONAL AND GENERAL INFORMATION

Please indicate the Department in which you work using an X

Inbound	
Receiving	
Inventory	
Vas(Value added Service)	
Outbound	
APS (automated picking system)	
Induction	
Despatch	
Box Making	

1. What is your gender?

Male	
Female	

2. Indicate which age group you fall in

18-24	
25-35	
36-50	
51 and above	

3. Which staff level do you fall under?

DC assistant (General Assistants or MHE Operators)	
Management (DC Controller or other)	

4. How long have you been in this organisation?

Between 1 and 3 years	
Between 3 and 8 years	
More than 8 years	

5. How long do you intend to be in this organisation?

0-4	
5-10	
11-15	
15 and over	

WORK ENGAGEMENT

STATEMENT	1 STRONGLY AGREE	2 AGREE	3 NEUTRAL	4 DISAGREE	5 STRONGLY DISAGREE
Engagement: These questions look to explore your feelings about your satisfaction with your current role.					
At my work, I feel bursting with energy					
I find the work that I do full of meaning and purpose					
I am enthusiastic about my job					
My job inspires me					
When I get up in the morning, I feel like going to work					
I feel happy when I am working intensely					
I am proud on the work that I do					
I can continue working for very long periods at a time					
At my job, I am very resilient, mentally					
I feel there is room to grow and advance in my role.					
I feel our organisation supports my professional development.					
I would describe myself as "highly engaged" in my role.					
I would describe myself as "highly engaged" in our organisation.					
I can see myself remaining with this organisation in the future (for at least one year).					
Generally speaking, I am satisfied in my role.					
Overall, I am satisfied working for our organisation.					
Additional Comments: Please use this space to tell us anything you feel is relevant to understanding our organisation's culture.					

Organisational Culture

STATEMENT	1 STRONGLY AGREE	2 AGREE	3 NEUTRAL	4 DISAGREE	5 STRONGLY DISAGREE
Culture: The word “culture” refers to the general values, attitudes and behaviours you can observe in our organisation.					
Our culture is formal.					
Our culture is set in its ways (or “rigid”).					
Our culture responds to changes in our environment.					
Skills are an important part of our shared values.					
People are free to express their opinions.					
People are passionate about their work.					
Overall, I am happy with our culture.					

Thank you.

Appendix 4: Letter of Information (isiZulu version)



Incwadi Yolwazi

Isihloko of the Research Study : Ithonya lokushintsha kweNhlangotho emasikweni enhlangano kanye nokuzibandakanya kwabasebenzi esikhungweni sokusabalalisa okudayisa KwaZulu-Natal

Uthishanhlolo Investigator/s: Thobeka Ndlovu, Bachelor of Social Science Industrial Psychology (AssociateMember SIOPSA)

Umphenyi olekelelayo/umphathi: Dr Genius Murwirapachena, PhD in Economics

Isingeniso Esifushane Nenhloso Yocwaningo:

Sawubona,

Igama lami nginguThobeka Ndlovu, futhi ngingumfundi oneminyaka engu-32 ubudala eDurban University of Technology njengamanje obhalise iMaster of Business Administration Degree. Inombolo yami yomfundi 22176195.

Isimemo kulowo ongase abe ngumhlanganyeli ngiqhuba ucwaningo olufuna ukuhlola umthelela woshintsho lwenhlangano kuzo zombili isiko lenhlangano kanye nokuzibandakanya kwabasebenzi ngaphakathi kwesikhungo sokusabalalisa ukudayisa izingubo.

Inhloso yocwaningo ukuthola ukuthi izinguquko zenhlangano noma ngabe zigqunguzelwa yizinto zangaphandle noma zangaphakathi zithinta kanjani isiko namazinga okuzibandakanya ngaphakathi enhlanganweni yakho.

Ucwaningo luyindlela ehlelekile eyenziwe ukwandisa isitokwe solwazi ". Kubandakanya ukuqoqwa, inhlanganokanye nokuhlaziya kobufakazi ukwandisa ukuqonda isihloko.

Ngithanda ukukumema ukuba ubambe iqhaza ku-th ucwaningo. Emzameni wethu wokunamathela emithethweni yezempilo nokuphepha ye-COVID-19, Njengomhlanganyeli, uzothola isixhumanisi esizokuvumela ukuba uzibandakanye ngokukhululekile kuhlolo futhi ugcwalise iphepha lemibuzo ngesikhathi esilungele wena . Ucwaningo lungaqedwa nge-PC evamile noma umakhalekhukhwini wakho siqu. Ucwaningo luzothatha cishe imizuzu engu-10 ukuqeda.

Ngeke kube khona ukungakhululeki noma ingozi kuwe njengomhlanganyeli. Ngeke kube nemiphumela emibi uma ukhetha ukungahlanganyeli noma ukuhoxisa iqhaza kulolu cwano. Futhi qaphela ukuthi ngeke ubuyekwezwe ngokuhlanganyela kwakho kulolu cwano, futhi ngeke uthole noma yiziphi izindleko ngokubamba iqhaza kulolu cwano. Igama lakho ngeke libhalwe ephepheni lemibuzo, futhi ngeke sikwazi ukuthola ukuthi impendulo ivela ngubani. , Sicela uqinisekise ukuthi uphendula ngobuqotho nangomuntu ngamunye kude nabanye osebenza nabo ukugcina imfihlo. Okutholakele kulolu cwano kuzotholakala kunoma yimaphi amaqembu anentshisekelo futhi azophinde ashicilelwe njenge-athikili yejenali.

Ukuqinisekisa idatha yempendulo yocwaningo lwemfihlo izogcinwa iminyaka engu-5 kwi-laptop evikelwe iphasiwedi kanye nefolda yefu ye-google evikelwe iphasiwedi okungekho muntu ongafinyelela ngaphandle kwemvume.

Abantu okufanele baxhumane nabo uma kwenzeka noma yiziphi izinkinga noma imibuzo: Umphathi wami, Dr G Murwirapachena on 031 373 5198 or geniusm@dut.ac.za. Mina, Thobeka Ndlovu 0815595010 or tmahlase27@gmail.com, or the Institutional Research Ethics Administrator on 031 373 2375. Izikalazo zingabikwa kuMqondisi: Ucwaningo nokwesekwa kwe-Postgraduate uProf Prof K Motaung [ku-](#)

Appendix 5: Informed consent (English version)



IMVUME

Isihloko Esigcwele Sesifundo: Ithonya lokushintsha kweNhlango emasikweni enhlangano kanye nokuzibandakanya kwabasebenzi esikhungweni sokusabalalisa okudayisa KwaZulu-Natal

Amagama Omcwaningi: Thobeka Ndlovu

iStatimende sesivumelwane sokuba ingxenywe yocwaningo :

- Ngiyaqinisekisa ukuthi ngazisiwe ngumcwaningi, uThobeka Ndlovu(22176195), ngohlobo, ukuziphatha, izinzuzo nezingozi zalolu cwano - Inombolo Yokucaciswa Kwezimiso Zokuziphatha:
- Sengithole, ngafunda futhi ngalugqonda ulwazi olubhaliwe olungenhla (Incwadi Yomhlanganyeli Yemininingwane) mayelana nesifundo.
- Ngiyazi ukuthi imiphumela yocwaningo, kubandakanya imininingwane yomuntu mayelana nobulili bami, iminyaka, usuku lokuzalwa, ama-initials kanye nokuxilongwa kuzocutshungulwa kungaziwa kube wumbiko wocwaningo.
- Ngenxa yezidingo zocwaningo, ngiyavuma ukuthi idatha eqoqwe phakathi nalolu cwano ingacutshungulwa ngohlelo lwekhompyutha ngumcwaningi.
- Ngingahle, noma ngasiphi isigaba, ngaphandle kokubandlulula, ngihoxise imvume yami futhi ngibambe iqhaza ocwaningweni.
- Ngibe nethuba elanele lokubuza imibuzo futhi (ngentando yami) ngizibonakalise ngikulungele ukubamba iqhaza ocwaningweni.
- Ngiyakuqonda ukuthi okutholakele okusha okuphawulekayo okwenziwe phakathi nalolu cwano okungenzeka kuhambisane nokubamba kwami iqhaza kuzonikezwa kimi.

Amagama ami aphelele

**uSuku
Isishicilelo**

**iSikhathi
/**

Right

Thumbprint

Mina, Thobeka Ndlovu ngiyavuma okungaphezulu ukuthi amalunga ocwaningo atsheliwe ngokugcwele ngokwemvelo, ngokwenziwa nangokuncikisela kocwaningo oluzokwenziwa.

Amagama aphelele omcwaningi

usuku

isishicilelo

Amagama aphelele kafakazi (umakudingeka) usuku

isishicilelo

Appendix 6: Data Collection instrument (isiZulu version)

ISITHASISELO D: Ithuluzi lokuqoqa idatha

ISIGABA A: ULWAZI LOMUNTU SIQU NOLUJWAYELEKILE

Sicela ukhombise uMnyango osebenza kuwo usebenzisa u-X

Inbound	
Ukwamukela	
I-inventory	
Vas (Value added Service)	
Outbound	
I-APS (uhlelo lokukhetha oluzenzakalelayo)	
Induction	
Despatch	
Ukwenza Ibhokisi	

1. Yini ubulili bakho ?

Male	
Female	

2. Khombisa ukuthi uwela kuliphi iqembu leminyaka

18-24	
25-35	
36-50	
51 nangaphezulu	

3. Yiliphi izinga labasebenzi owela ngaphansi ngalo?

Umsizi we-DC (Abasizi Jikelele noma abaqhubi be-MHE)	
Ukuphathwa (DC Controller noma ezinye)	

4. Sekuyisikhathi esingakanani kule nhlango?

Phakathi kweminyaka engu-1 no-3	
Phakathi kweminyaka engu-3 no-8	
Iminyaka engaphezu kwengu-8	

5. Uzimisele ukuba kule nhlango isikhathi esingakanani?

0-4	
-----	--

5-10	
11-15	
15 nangaphezulu	

ISIGABA B: UKUPHATHWA KWENGUQUKO NOKUBANDAKANYEKA KWABASEBENZI

1. Uyazi ngezizathu zezinguquko eziningi ezenzeke ngaphakathi enhlanganweni?

Yebo	
Cha	

2. Ingabe abaphathi baxhumana nombono woshintsho?

Yebo	
Cha	

3. Ushintsho luthinte kabi umoya wakho enhlanganweni?

Yebo	
Cha	

4. Mangaki imihlangano oya kuyo ngesikhathi kuhlelwa futhi kuqaliswa ushintsho?

Akukho	
1-3	
Ngaphezu kwe-3	

Sicela ucabangele izitatimende ezilandelayo bese ubonisa ukuthi uvumelana ngaliphi izinga noma ungavumelani ngamunye , ujikeleze inombolo ehambisanayo.

1 = uvumelane ngokuqinile , 2 = uvumelane, 3 = ukungathathi hlangothi, 4 = ukungavumelani, 5 = ukungavumelani ngokuqinile .

5. Izinguquko esikhungweni sokusabalalisa zazinomphumela omuhle.

1	2	3	4	5
---	---	---	---	---

6. Abaphathi/abaholi bomnyango wami babandakanya amalungu abasebenzi ngesikhathi sezinguquko eSikhungo Sokusabalalisa

1	2	3	4	5
---	---	---	---	---

7. Izinguquko ezenziwe eSikhungo Sokusabalalisa zinhle futhi ngikholwa ngempela ukuthi zizothuthukisa Ukusebenza Kwenkampani.

1	2	3	4	5
---	---	---	---	---

ISIGABA C: UKUZIBANDAKANYA KOMSEBENZI

ISITATIMEND E	1 VUMELANA KAKHULU	2 VUMEL ANA	3 UKUNGAT HATHI HLANGOT HI	4 UKUNGAV UMELANI	5 UKUNGAV UMELANI KAKHULU
Ukuzibandakanya: Le mibuzo ibheke ukuhlola imizwa yakho mayelana nokwaneliseka kwakho ngendima yakho yamanje.					
Emsebenzini wami, ngizizwa ngiqhuma amandla					
Umsebenzi engiwezayo ngiwuthola ugcwele incazelo nenjongo					
Ngiyawuthanda umsebenzi wami					
Umsebenzi wami ungikhuthaza					
Uma ngivuka ekuseni, ngizizwa ngifuna ukuya emsebenzini					
Ngizizwa ngijabule uma ngisebenza kakhulu					
Ngiyaziqhenya ngomsebenzi engiwezayo					
Ngingaqhubeka nokusebenza isikhathi eside kakhulu ngesikhathi					
Emsebenzini wami , ngibekezelela kakhulu , ngokwengqondo					
Nginomuzwa wokuthi ikhona indawo yokukhula nokuqhubekisela phambili indima ye-inmy.					
Ngizwa inhlango yethu isekela ukuthuthukiswa kwami kochwepheshe.					
Ngingazichaza ngokuthi "ngizibandakanya kakhulu" endimeni yami .					
Ngingazichaza ngokuthi "ngizibandakanya kakhulu" enhlanganweni yethu.					
Ngiyazibona ngihlala nale nhlango esikhathini esizayo (okungenani iminyaka eyodwa).					
Ngokuvamile, ngenelisekile ngendima yami.					
Sekukonke, ngenelisekile ukusebenzela i-ourorganisation.					
Amazwana engeziwe: Sicela usebenzise lesi sikhala ukusitshela noma yini oyizwayo ihambelana nokuqonda inhlango yethu isiko.					

Isigaba D: Isiko Lenhlangano

ISITATIMEN DE	1 VUMELANA KAKHULU	2 VUMELANA	3 UKUNGAT HATHI HLANGOTHI	4 UKUNGAV UMELANI	5 UKUNGAV UMELANI KAKHULU
Isiko : Igama elithi "isiko" libhekisela kumagugu ajwayelekile, izimo zengqondo nokuziphatha ongakubuka enhlanganweni yethu.					
Isiko lethu lihlekile.					
Isiko lethu libekwe ngezindlela zalo (noma "eliqinile").					
Isiko lethu liphendula izinguquko endaweni yethu.					
Amakhono ayingxenywe ebalulekile yama-sharedvalues ethu.					
Abantu bakhululekile ukuveza imibono yabo.					
Abantu bayawuthanda umsebenzi wabo.					
Sekukonke, ngiyajabula ngesiko lethu .					

Ngiyabonga

Appendix 7: The ethics approval letter



9 June 2023

Mrs T Ndlovu
532 Philo street
Nazareth
Pinetown
3610

Dear Mrs Ndlovu

The influence of organisational change on organisational culture and employee engagement at a retail distribution centre in KwaZulu-Natal
Ethics Clearance Number: IREC 099/23

The DUT-Institutional Research Ethics Committee acknowledges receipt of your notification regarding the piloting of your data collection tool.

Kindly ensure that participants used for the pilot study are not part of the main study.

In addition, the DUT-IREC acknowledges receipt of your gatekeeper permission letter.

Please note that **FULL APPROVAL** is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the DUT-IREC according to the DUT-IREC SOP's.

Please note that any deviations from the approved proposal require the approval of the DUT-IREC as outlined in the DUT-IREC SOP's.

It is compulsory for a student or researcher to apply for recertification on an annual basis. The failure to do so will result in withdrawal of ethics clearance. It is the responsibility of the researcher and the supervisor to apply for recertification.

Please note that you are required to submit a Notification of Completion of Study form together with an abstract to the DUT-IREC office on completion of your study.

Yours Sincerely

Prof J K Adam
Chairperson: DUT-IREC

Appendix 8: Signed gatekeeper's letter

ACKERMANS

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F +27 21 903 6028
Produksie Street
Kuils River
Cape Town
PO Box 78 Kuils River 7579
www.ackermans.co.za

ACKERMANS A DIVISION OF
PEPKOR TRADING (PROPRIETARY) LIMITED
REG NO: 1958/003362/07

Dear Thobeka,

I hereby grant you permission to conduct research in our distribution centre on condition that the results will not be published without us being informed. We believe that the results will give us insight into the culture and engagement levels within our organisation.

Regards
Dean Govender
Distribution Centre Manager

Signature:

Date: 06/06/2023

Appendix 9: Proof of Editing

Sury Bisetty Academic Editing Services



The pen is mightier than the sword

To whom it may concern

The edited the mini dissertation titled: The influence of organisational change on organisational culture and employee engagement at a retail distribution centre in KwaZulu-Natal by Thobeka Ndlovu, Student Number: 22176195, submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Business School, Faculty of Management Sciences, DUT.

Professional Language and Technical Editor

10 July 2023

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