

AN EVALUATION OF GOAL CLARITY, TRUST IN MANAGEMENT AND
PERCEPTIONS OF ORGANISATIONAL READINESS FOR CHANGE AT
DURBAN INSTITUTE OF TECHNOLOGY.

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DURBAN INSTITUTE OF TECHNOLOGY.**

By

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This dissertation is being submitted in partial fulfilment of the requirements for the
degree of

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Supervisor : Dr Roger Bruce Mason

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DECLARATION

This work has not been previously accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed

Date

This dissertation is the result of my own independent work / investigation, except where otherwise stated.

Other sources are acknowledge by footnotes giving explicit references. A bibliography is appended.

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DEDICATION

This dissertation is dedicated to my dear late grandfather, Molefe, Elijah May (Special Five) thank you for the wisdom, love, brutal honesty and worthwhile teachings. May the Almighty God bless you in abundance.

ABSTRACT

The research explored employees' opinions on goal clarity, trust in management and perceptions of organisational readiness for change at Durban Institute of Technology (DIT). Where the organisation is going is critical in order for change to be successful, hence, clarity of organisational direction is vital during any change process.

A correlational survey design was used, which involved investigating whether there is relationship between variables. The respondents had to complete a questionnaire, which measured goal clarity, trust in management and perceptions of organisational readiness for change.

The key finding of the study was that goal clarity has not been sufficiently dealt with during change process at DIT. The results also indicated the correlation of goal clarity, trust in management and perceptions of organisational readiness for change were all significant at the $p < 0.01$ level. The direction of the relationship between the variables was positive and there was a strong correlation (between 0.7 and 1.0). The results suggest that management efforts to clearly identify organisational goals during a change initiative could have a positive impact on employees' attitude.

The study did not address the issue of what the frame of reference for the employees' responses is, hence further investigation is essential.

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CHAPTER ONE - INTRODUCTION

1.1 Background

The merger of Technikon Natal and M L Sultan Technikon to form the Durban Institute of Technology took place on 01 April 2002.

Higher education institutions in South Africa were previously structured around race dynamics, which formed an alignment with the previous regime's legislation and policies of segregation. The current reality has clearly changed and it became evident, that sooner rather than later, the government was going to restructure institutions of higher education. The former Technikon Natal initiated the discussion regarding merger with the ML Sultan Technikon as early as in 1996. The Minister of Education was later engaged in the discussion to ensure that the policy framework was suitable. Subsequent to that, the Minister formed a committee to restructure higher learning. Economically, the need to be cost effective encouraged the merger of the two rivals to form a single institution governed by a single council.

Upon completion of the technical issues of the merger, management of the newly formed Durban Institute of Technology (DIT) endorsed a survey, executed by Anderson Consulting company to deal with people issues, which are critical to the success of a merger. Management believed that it was opportune to delve deeper into the change management aspects of the merger.

Subsequent to the survey, a change management office was established in June 2002 which consisted of a manager and change champions. Senior (2002) defines change as a movement from the current state to a desired future state. The establishment of the change office would suggest either the desired state has been envisaged or still needs to be forged as a priority. Once the desired state, the goals of the institution have been established, the direction of the institution can be communicated to stakeholders, and hopefully 'buy in' is obtained.

Empirical evidence suggests that, it is critical to get the first step, which involves clarifying the goals and vision of the organisation, right (Covington, 2001). Since the research will focus primarily on change efforts directed at people rather than at tasks, structure or technology, organisational development is relevant. French and Bell (in Senior, 2002:302) have offered a popular definition of organisational development (OD), which can be used for discussing the people aspect of planned change. For these authors, OD is a "long-range effort to improve an organisation's problem-solving and renewal process through a more effective management of organisation culture with the assistance of a change agent and the use of the theory and technology of applied behavioural science including action research".

Two popular schools of thought have developed models to assist management in the understanding and implementation of change. The first school of thought is

based on both OD models and Lewin's model. Organisational development (OD) models are founded upon the principle of achieving consensus and participation between individuals in an organisation. The first stage of an OD model considers the present and the future (Senior, 2002). Lewin's model has three components: current state, transition state and the future state (Balogun and Hailey, 1999). Lewin's model uses force field analysis framework to help individual managers analyse change, predict the likely consequences and handle resistance and blockages along the way. The model proposes that one must strike a balance between the sources of changes and forces that resist change.

The second school of thought has its roots in the practices of behaviour modification and is an attempt to understand and reduce complex change processes in the organisation to explicit rules, procedures, and strategic actions to deal with all possible contingencies (Appelbaum, St-Pierre, and Glavas, 1998). The behaviour modification (BM) intervention is the sum and substance of the wider concepts of reward, motivation, learning and organisational culture (Appelbaum, St-Pierre, and Glavas, 1998). The BM intervention suggests the following process by which one can make changes to the organisation. Firstly, managers articulate a vision of the kind of organisational culture they want, based on available models of culture and upon the assumed strategic consequences of a specific culture - environmental fit. Secondly, the process of change requires individuals in the organisation to buy into the desired culture.

Thirdly, the BM technique is put in place to achieve the change process (Appelbaum, St-Pierre, and Glavas, 1998).

Both schools of thought indicate the relevance of the future state or vision and goals of the organisation during change. It is imperative to evaluate goal clarity. When it comes to making major changes in an organisation, executives know that their employees' capacity to adapt to a new order is unpredictable, and the hoped-for benefits of a major initiative can be reduced dramatically if employees misunderstand or resist change. Success or failure depends much on managing change (LaClair and Ravi, 2002). It is critical that employees' trust management. The perceptions of employees on organisational readiness for change will influence the behaviour or desired culture (Weber and Weber, 2001).

1.2 Statement of research question

A research problem refers to some difficulty that the researcher experiences in the context of either a theoretical or practical situation and to which he/she wants to obtain a solution.

With reference to current research, there was apparent staff dissatisfaction with regard to the change process at DIT. The employee unions became more active within the institution as problems were raised. Propaganda became more prevalent on daily basis and the uncertainty could have been attributed to a lack of direction. This prompted the raised research question. How successful is the change process currently undertaken at DIT in terms of goal clarity, trust in

management and employees' perceptions of organisational readiness for change?

Success was measured in terms of how the employees feel about current change process. The human aspect of change plays a crucial role in any transformation, while ignoring this aspect of change may have a negative impact on employees' attitude and productivity.

1.3 Research objectives

The objectives of this research study are:

- * to identify whether goal clarity and trust in management influenced the employees' perceptions of organisational readiness for change at DIT.
- * to ascertain whether a relationship exists among the three variables of goal clarity, trust in management and employee perception of organisational readiness for change.

1.4 Hypotheses

According to Welman and Kruger (2002) a hypothesis is a hesitant assumption or preliminary statement about the relationship between two or more things that needs to be examined.

In the current research, it is hypothesised that:

1. There is a positive relationship between goal clarity and trust in management at DIT.
2. There is a positive relationship between goal clarity and reported perceptions of organisational readiness for change at DIT.
3. There is a positive relationship between trust in management and reported perceptions of organisational readiness for change at DIT.

1.5 Overview of methodology

According to Mouton (2001), the survey is predominantly descriptive as in attitudinal surveys and public opinion polls. The method of data collection used was the interrogation / communication process rather than observation (Cooper and Schindler, 2001). The researcher questioned the subjects by means of a self-administered questionnaire. Random sampling was used for the study and included both academic and administrative staff members.

The questionnaire was issued to a sample of 600 employees of the Durban Institute of Technology from a database of almost 1000 permanent employees. The required sample number to ensure reliability of the study is 200 respondents. The SPSS statistical program was used for statistical analysis of data.

1.6 Delimitation and limitations

Delimitation and limitations create boundaries of the research study thereby ensuring better clarity in the issues raised.

The organisational change contextual features, which are aspects of the organisation, that have to do with culture and competencies will not be covered.

The change agents should consider the culture and competencies features before selecting the change approach.

The research will not immediately establish the causes of lack of goal clarity or trust in management, hence the recommendations might not be that specific enough for ready implementation. The limitation was overcome by ensuring that the literature review indicated some of the possible causes of poor goal clarity.

The space or timeline problem is a limitation since the issues raised might not be relevant at the time of fieldwork. Respondents may not necessarily have the same attitude weeks or months following the research.

1.7 Justification for the study.

DIT is the result of a merger between the former Technikon Natal and the former ML Sultan Technikon. The institution is currently undergoing a major change process. An attempt to establish how far the change process has gone, is necessary if change is to be successful.

Clarity of direction is vital during any change process. Where the organisation is going is critical in order for change to be successful (Covington, 2001). The current research will indicate whether or not the employees are clear about the goals and objectives of the institution, and will provide information to decision-makers on whether further communication is needed or not.

According to Barret (2000), behavioural processes work best when a high degree of trust exists between management and employees, hence the research will provide information indicating the level of trust at DIT.

Perceptions of employees form the basis of the decision-making process, hence an understanding of perception is important to management.

1.8 Chapter summary of final report

This thesis is divided into the following chapters:

Chapter Two consists of a literature review to discuss the theoretical framework that informed this study. This chapter reviews relevant research done internationally and nationally. Literature is organised around the three central themes of goal clarity, trust in management and perceptions of employees on organisational readiness for change.

Chapter Three outlines the research design and methodology that was used. It highlights the type of data collected, the selection of participants, statistical methods employed and the justification of the research design.

Chapter Four presents the analysis of data and the results of the study. The purpose of this chapter is to analyse the fieldwork of the study and hence identify whether goal clarity and trust in management influenced the employees' perceptions of organisational readiness for change at DIT.

Chapter Five contains the discussion of the results obtained from the data and presented in the form of tables, figures and statements.

Chapter Six consists of the conclusion and recommendations deduced from the results of the study. Chapter 6 draws conclusions about the hypotheses and conclusions about the research problem. The implications for theory and business were covered as well. Chapter Six concludes with recommendations for further research.

1.9 Conclusion

This chapter has laid the foundation for the research study. It introduced the research problem, the research question and hypotheses. Justification for the research and methodology was briefly described and the research study was outlined and the limitations given. The research study will proceed to Chapter Two which will discuss the literature on the variables being studied in this research.

CHAPTER TWO - LITERATURE REVIEW

2.1 Introduction

As communities settle into the new millennium, organisational change continues at an alarming pace. Management scholars are aware that this level of change may have a negative impact on employee attitudes and productivity. Employees may be highly sceptical of planned change initiatives and may, both actively and passively, resist change, resulting in an unsuccessful change effort, decreased morale and productivity, and increased staff turnover or ultimately organisational failure (Weber and Weber, 2001).

Research provides guidelines regarding the psychological contract that exists amongst the stakeholders in the organisation. There is implicit and explicit agreement about an organisation's, and its employees', commitment and behaviour towards each other (McLagan, 2002). According to Dayaram (2003), the more important psychological contract, rather than the financial contract, makes employees innovative, productive and supportive of a firm's goals. South African managers often overlook the psychological contract. Dayaram (2003) emphasises that workers will not be committed to organisational goals if they feel that the institution short-changes them. Employees will not be productive if they are inadequately trained or informed.

Weber and Weber (2001) states that literature on organisational development has established several employee attitudes for successful organisational change.

“ Research suggests that the creation of an atmosphere where trustful communication and collaboration can take place may be an important foundation for achieving organisational change goals” (Weber and Weber, 2001: 291).

Research further proposes that a work environment conducive to innovation and change creates a receptive context for organisational change (Mohyeldin and Suliman, 2001). According to Weber and Weber (2001) employees’ perceptions of organisational readiness for change can serve to facilitate or undermine an organisational change endeavour.

The literature review will therefore cover goal clarity and leadership, trust in management, and perceptions of organisational readiness for change. The changing higher educational environment in South Africa will also be examined.

2.2 Higher education in South Africa

Since the 1994 elections, the South African government has embarked on a programme of restructuring the education system on the principles of equity, human rights, democracy and sustainable development, in order to address the inequalities of the past. These changes have included higher education reforms. Educational reform is intricate, non-linear, frequently discretionary and highly political. It is full of unpredictable shifts and fragmented initiatives (Masoga, 2004).

The Higher Education Act 101 of 1997, section 23, states that the Minister may, after consulting Council on Higher Education (CHE) and by notice in the Gazette, merge two or more public higher education institutions into a single public higher education institution (South Africa. Higher Education Act 101 of 1997). A statement from Professor Kader Asmal on the transformation and restructuring of the higher education system stipulates that the new system shall comprise of 21 higher education institutions, consisting of 11 universities, 6 Technikons and 4 comprehensive institutions (Durban Institute of Technology, 2002). According to Dayaram (2003), restructuring of higher education including further education and training (FET) is about a higher education system that will:

- ◆ promote equity of access and fair chances of success to all who are seeking to realise their potential through higher education, while eradicating all forms of unfair discrimination and advancing amendments for past inequalities;
- ◆ meet, through well-planned and co-ordinated teaching, learning and research programmes, national development needs, including the high-skill employment needs presented by a growing economy operating in a global environment;
- ◆ support a democratic ethos and a culture of human rights through educational programmes and practices conducive to the critical exchange of ideas and creative thinking, cultural endurance and a common commitment to a humane, non-racist and non-sexist social order; and
- ◆ contribute to the advancement of all forms of knowledge and scholarship,

and in particular address the diverse problems and demands of the local, national and southern African and African contexts, and advocate rigorous standards of academic quality.

2.3 Technikon Natal and ML Sultan Technikon Merger

Professor Kader Asmal, Minister of Education published a declaration in the Government Gazette, making a number of Colleges of Education subdivisions of certain Universities and Technikons on the 15th of December 2000. In terms of Section 21 (2) of the Higher Education Act, 1997 this meant that the Indumiso and Gamalakhe Colleges became subdivisions of Technikon Natal from 31 January 2001 (Maxwell, 2001).

As part of the process of implementing the National Plan, the Minister appointed a National Working Group, led by Saki Macozoma, to advise the Minister on the restructuring of the institutional landscape of the higher education system. The merger of Technikon Natal and ML Sultan Technikon to form the Durban Institute of Technology took place on 01 April 2002, which was part of the National Plan (Durban Institute of Technology, 2002). The transformation and restructuring of higher education intends to herald the way for a system that is equitable in its distribution of resources and opportunities, academically and financially sustainable (Durban Institute of Technology, 2002).

The context of organisational change will now be examined.

2.4 Organisational change

According to Buono (2003), most merger and acquisition strategies are still dominated by financial analyses, legal considerations and power plays by dominant groups, as individuals rush for positions and influence, rather than focusing on the inherent dysfunction that can emerge in the combined organisation due to the informal power held by organisational members.

The inherent dysfunctions that exist are low productivity, poor quality, reduced commitment, voluntary turnover, hidden cost and untapped potential. Most organisations seem to wander through the post-combination integration process without a proper plan. According to LaClair and Ravi (2002), developing new strategies or operational initiatives is the most effective way organisations renew themselves. These changes assist in preserving their competitive advantage and stimulate platforms for long-term success. Preparing the organisation for change by enabling all levels of the organisation to deal with change, may be as essential as the details of the change project (LaClair and Ravi ,2002).

Strategic organisational change must also foster new management practices that are beneficial to the achievement of the organisation's new mission and strategy. Management practices could involve new job designs, interconnection between

people and organisational processes, and the rules and principles (or culture) that govern how people do their work. When people are not motivated to do their jobs, or do not comprehend how their job fits in with the larger goals of the organisation, there is a disconnection of the system that needs to be addressed if the organisation is to be prosperous in moving forward with change initiatives (Appelbaum, St-Pierre, and Glavas, 1998).

2.5 Goal clarity and leadership

According to Weber and Weber (2001), goal clarity is the degree to which employees understand an organisation's goals and the means for achieving those goals precisely. People are goal-oriented. They are driven by their sense of purpose, desire, and value. The degree to which change violates a person's sense of purpose, will influence that person's resistance to the change. If change is aligned with people's sense of purpose, they will engage the change in a positive fashion (Moran and Brightman, 2001).

According to Allen-Meyer (2001) all employees have something they would like to address in their jobs. When they experience a change initiative as being one that allows them to improve their performance and bolster their own success, they will not only support the change, they will understand clearly what it is and why it is being conducted. Often people are confused about the purpose of the change and the expected outcome. At the outset, clarity must be brought to the

initiative. What will success look like? What is the plan for getting there? How will this plan overcome the pain of not changing? The vision should be articulated in a few forceful and memorable words (Covington, 2001; Moran and Brightman, 2001).

Pounder (2001) suggests that the leader 'walks the talk' and aligns deeds with words. Integrity is a measure of the extent to which a high degree of congruence between the leader's words and the leader's actions exists.

The change leadership group should exhibit strong alignment to the desired future, should develop and communicate a vision, and should stress the need for urgent action first. When people know why the change is needed, they can figure out what to change and how to change it (Covington, 2001).

Change should be both top-down and bottom-up. Change must be top-down to provide vision and create structure, and bottom-up to encourage participation and generate support (Moran and Brightman, 2001). Ultimately, leading change is a shared responsibility of everyone in an organisation, from top to bottom. If the whole organisation is not committed to the change effort, it will fail. The whole organisation must be pulling in the same direction to achieve the change initiative goals it has set (Moran and Brightman, 2001).

By creating trust and preventing an 'us versus them' mentality, both management and employees can create the proper behavioural consequences

that lower resistance to change and drive the behavioural process to maximum fruition (Barret, 2000).

2.6 Trust in management

According to Borden (1997), most problems occur because of a lack of trust and communication. During a merger, it is not the nuts and bolts of joining two organisations together that causes the biggest problems, it is ignoring the human element that brings an otherwise logical merger to its knees. Regular informal discussions are necessary in making a merger work.

According to Weber and Weber (2001), the creation of an atmosphere where trusting communication and collaboration can take place, as an important foundation for achieving organisational change goals, is critical. Trust in management can reduce some of the feelings of uncertainty, and the problems caused by a lack of information about the change. Such trust in management reduces speculation and unfounded fears. Furthermore, employees who trust their management, may feel congruence with managerial values and react more positively to changes in organisational direction (Weber and Weber, 2001).

Most change initiatives fail because of problems within the management team, even when there is no evidence of antagonism. Change efforts are largely dependent on the relationships among people, and the most critical relationships

are those among the people who are leading the change. Their surface agreement should be broken through and their real doubts and fears identified (Covington, 2001).

Effective leaders realise that trust does not happen on demand but rather it is built over time. Honest, two-way communication is somewhat basic but it works (Borden, 1997). Effective change leaders interact with individuals and groups in the organisation to explain the 'who, what, when, where, why, and how' of the change. Change leaders utilise every opportunity to interact with others to legitimise necessary change and to encourage challenges and answer questions. Change leaders must recognise when people are sceptical. While some employees are early adopters of change, others need more convincing. Change leaders must realise that a gap exists between their own understanding of the change, and the rest of the organisation's understanding of change and they should use every communication vehicle available to help close that gap (Moran and Brightman, 2001). The leader coaches and mentors, provides continuous feedback and links organisational member's needs to the organisation's mission. Individual consideration is a measure of the extent to which the leader cares about the individual follower's work-related concerns and developmental needs (Pounder, 2001).

People are more willing to cooperate and support corporate decisions if they know that they will be informed during the process (Borden, 1997). According to

McLagan (2002), people can accept changes that may affect them adversely if they believe the change is right and procedural justice was followed. This author further suggests that decision-makers must work hard to be objective and fair to all affected parties, and they must communicate about the change and their decision process. Appelbaum, St-Pierre, and Glavas (1998) confirm that a leader must connect with the minds and hearts of their people, find simple words that will calm the anxiety and instil courage, and maintain the trust required to bring about lasting change.

2.7 Perceptions of organisational readiness for change

According to White (2000), most would agree that an effective change model should accommodate and encourage on-going interactions, based on experimentation and learning, rather than being a static process.

Certain commentators have questioned whether public sector organisations can be adaptive in the face of changing demands in a turbulent environment. In such circumstances, uncertainties and unknown consequences are difficult to plan for. Therefore, any change strategy must be able to allow for both planned, deliberate outcomes and for unplanned, emergent outcomes in order for the strategy to be successful (White, 2000). Senge (1990) recommends that an effective change model must foster local innovation that helps organisations respond better to unexpected opportunities and build on local innovations over time. This type of strategy would be a better way to respond to a turbulent

environment. According to Francis, Bessant and Hobday (2003), the challenges of an uncertain or turbulent environment are such that unless organisations change what they offer (product / service innovation) and the ways in which they create and deliver these offerings (process innovation), there is a probability that their survival will be in doubt.

There is no doubt that some of the essential ingredients of survival in today's global markets are productivity, quality, creativity, and innovation. Researchers argue that extra role behaviours, such as creativeness and innovation keep an organisation competitive (Mohyeldin and Suliman, 2001).

According to Tabatoni, Davies, and Barblan (2002) the balance between rationalisation, innovation and preservation is necessary. Often, managers are tempted to give priority to rationalisation, on the basis of efficiency criteria. Indeed, when change is key, innovation cannot be developed without some rationalisation in order to provide transfer mobility in resource allocation. A classical way of developing innovation is to design experimental structures away from mainstream activities in the organisation. But, at some stage, innovation will need to be transferred from periphery resources to the core resources, for increased structural change. This leads to a difficult act of balancing between rationalisation and innovation.

Courageous and decisive leadership can inspire an organisation to overcome difficult situations or to take quick action. In contrast, a tendency to over-analyse data or to take a 'wait-and-see' attitude may cause a firm to lose ground to

competitors and may exacerbate internal problems (Appelbaum, St-Pierre and Glavas, 1998).

Managers are designated to lead the employees to betterment, while at the same time co-ordinating day-to-day efforts to get the job done. Managers set the tone and pace for employees. By their actions and behaviour, managers create an atmosphere which is either stifling, encouraging the maintenance of status quo, or vibrant with enthusiasm for change and improvement (Roberts, 2003).

The process for creating an atmosphere of change can be approached in a three step manner. Firstly, it is vital that management demonstrate focus and commitment to change and improvement. Secondly, management must develop an agenda, which continually addresses change issues. Finally, management must instil the desire for change and improvement in employees (Roberts, 2003)

According to Weber and Weber (2001), employee perceptions explore how much an organisation values innovation and how likely it will be that the organisation will be adaptive to new opportunities. They confirm that successful implementation of planned change may depend upon a work environment that is conducive to innovation and change (Weber and Weber, 2001; Mohyeldin and Suliman, 2001).

2.8 Conclusion

Mergers and acquisitions are frequently dominated by financial analyses, legal considerations and power play, rather than focusing on the existing inherent dysfunctions such as low productivity, poor quality or reduced commitment (Buono, 2003). Strategic change must advance new management practices that are beneficial to the achievement of the organisation's new mission and strategy (Appelbaum, St-Pierre and Glavas, 1998).

Employees are goal-oriented and have something they would like to address in their jobs (Moran and Brightman, 2001; Allen-Meyer, 2001). The role of effective leadership during a change process is to clarify the organisational goals immediately (Covington, 2001; Moran and Brightman, 2001). According to Allen-Meyer (2001), well-informed people will change when they recognise in the change the very tools they need to do their jobs more effectively on a minute-by-minute basis.

Lack of trust and communication is a major problem to any logical merger (Borden, 1997). Research suggests that the creation of an atmosphere where trusting communication can take place is an important foundation for achieving organisational goals (Weber and Weber, 2001).

Courageous and decisive leadership can inspire an organisation to overcome difficult situations or take quick actions. In contrast, a tendency to over-analyse data may cause a firm to lose ground to competitors and may exacerbate problems (Appelbaum, St-Pierre and Glavas, 1998). Managers set the tone and pace for employees. The actions and behaviour of managers create an atmosphere which is either confining, and encouraging maintenance of the status quo, or vibrant with enthusiasm for change and improvement (Roberts, 2003).

The next chapter provides an outline of the research methodology utilised to ascertain employees' perceptions on goal clarity, trust in management and organisational readiness for change at DIT.

CHAPTER THREE - RESEARCH METHODOLOGY

3.1 Introduction

In the current research, it is hypothesised that there is a positive relationship between the variables of the study. The literature review suggests that the variables are critical for the success of organisational change, hence the research objective is to identify whether goal clarity and trust in management influenced the employees perceptions of organisational readiness for change at DIT. The research methodology to conduct the study will be presented in this chapter.

3.2 Research design

According to Mouton (2001), surveys are predominantly descriptive; examples of which are attitudinal surveys and public opinion polls. The current research involved a survey research design investigating whether a relationship between variables existed, known as a correlational design. The study also involved measurements at one point in time and so is also known as a cross-sectional study (Welman and Kruger, 2002). Each respondent of the sample was measured on three variables at about more or less the same time. The variables measured were goal clarity, trust in management and employee's perceptions of

organisational readiness for change at DIT. The relationships (correlation) between these three variables were analysed.

3.3 Sampling

Random sampling was used for the study. Both academic and administrative staff members were included.

A questionnaire was distributed to a sample of 600 employees of the DIT from a population of almost 1000 permanent employees. To ensure reliability the required sample was set at 200 respondents. According to Diamantopoulos and Schlegelmilch (1997), a rule of thumb is that the sample should be large enough so that there are 100 units or more in each category of the major breakdowns. Struwig and Stead (2001) suggest that a sample size of 150 to 200 can provide an acceptable reflection of the population.

The researcher met with the departmental secretary who was asked to assist with distribution of the questionnaire. The names of all permanent staff in the department were placed in a container and 60% of the names were drawn. Selection was done without replacement. For example, in a department with 12 staff members' only 7 self-administered questionnaires were distributed. The secretary would then insert the questionnaires in the relevant pigeonholes. Once the questionnaire had been completed it was returned to the secretary and collected by the researcher.

Employees were assured of the confidentiality of their responses and that no member of DIT management would have access to the individual responses (see Appendix B).

A follow-up memorandum was e-mailed to the DIT general notice board to thank those who had responded and to encourage others to respond. This exercise was done twice to encourage participation. Twenty-four completed questionnaires were received after the first e-mail reminder and only six questionnaires were obtained following the second e-mail. The total response rate of 36% (218) from 600 distributed questionnaires was achieved, of which 8% (18) were not captured after screening the completed questionnaires because of errors such as double entry instead of single entry.

3.4 Data collection method

The method of data collection selected was the interrogation / communication process rather than observation. According to Cooper and Schindler (2001), this method is suitable for data collection to measure employee attitudes and opinions. The subjects were questioned by means of a self-administered questionnaire (see Appendix A). The self-administered questionnaire was piloted with no problems being encountered. The questionnaires were distributed to 110 departments within the DIT institution on various campuses. An e-mail

requesting permission to distribute the questionnaire was sent to Heads of Department (see Appendix C).

With almost 1000 permanent staff members within the institution, and 600 questionnaires being distributed, a response rate of 40% would provide 240 usable responses. This was adequate to fulfil the sample requirements as was explained in Section 3.3.

3.5 Data collection instrument

The questionnaire was adapted from Weber and Weber (2001) and modified in terms of scaling techniques to ensure relevancy to the study. The scaling technique utilised in the questionnaire was a non-comparative, itemised Likert type rating scale (Welman and Kruger, 2002). The utilisation of the Likert Scale which ranged from strongly disagree (1), disagree (2), neither agree or disagree (3), agree (4), to strongly agree (5), enabled the gathering and evaluation of the interval data. Higher scores reflect higher reported levels of the variable. The validity and reliability of the data collection instrument will be discussed in section 3.7.

3.6 Analysis of data

The SPSS version 9 statistical program was used for the statistical analysis of the data. All tests were carried out at the $\alpha = 0.01$ level of significance and the p-values were used for significance testing. The following statistics were applied:

Descriptive statistics - central tendency - frequencies,

Inferential statistics - correlation and one-way ANOVA

3.7 Justification of the research design

The research topic emphasises the importance of the beginning of the change process, especially goal clarity. Hence, the breadth rather than the depth of issues are important. Self-administered questionnaires ensure access to a large number of respondents, as opposed to personal interviews, which tend to be suitable if depth is necessary.

Self-administered questionnaires also guarantee the anonymity of the respondent. This was important since trust in management may have been a sensitive issue. The questionnaire was structured such that achievement of the research objectives was possible. The questionnaire was adapted from Weber

and Weber (2001) and altered in terms of scaling techniques to ensure relevancy to the study as it was indicated in section 3.5. Therefore, the data collection tool has, to a certain extent, been proven valid and reliable. The construct validity and criterion-related validity is supported by the fact that the variables to be measured have been sourced from Weber and Weber (2001), who in turn sourced the variable measurement from LaRocco et al. (1975) and Gordon and Cummins (1979).

According to Abbot and Sapsford (1998) most research surveys are concerned with the measurement of attitudes, beliefs, opinions, intentions, etc. It is difficult interpreting the sense that respondents have made of the questions and what they meant by their answers and contextual bias is therefore introduced.

Unfortunately, surveys are prone to biases (Yaveroglu, Donthu and Garcia, 2003). According to Kempton, Alani and Chapman (2002) biases (basically a leaning towards a particular opinion regardless of the available evidence) by respondents in general literature is so extensive that attempt at a meaningful discussion of all of them would be beyond the scope of this research. The research will therefore concentrate on confirmation and statement framing biases, which would be applicable in the research.

The confirmation bias has been described by a number of researchers as a situation where people make an initial hypothesis, search for information to confirm the hypothesis, but fail to examine alternative hypothesis. Confirmation bias is therefore a cognitive process which affected some of the respondents (Kempton, Alani and Chapman ,2002).

According to Shiv, Edell Briton and Payne (2004) a strong finding in research on message framing is that negatively framed messages are more (less) effective than positively framed ones when the level of cognitive elaboration is high (low). However, recent research presents evidence that is contrary to the previous findings.

Contemplating on the issue of bias vis-à-vis the framing of questionnaire statements post research execution it seems that a certain degree of bias would have been eliminated if some statements were negatively framed instead of all statement being positively framed.

3.8 Conclusion

The research design of the study is a survey focussing at the attitudes and opinions of employees at the Durban Institute of Technology (DIT). The variables measured are goal clarity, trust in management and perceptions of organisational readiness for change at DIT. The breadth rather than the depth of issues are relevant and important. Random sampling was utilised for the study. At thirty six percent response rate (n=218) was accomplished. The subjects were interrogated by means of a self-administered questionnaire. The statistical analysis of the data was done using the SPSS version 9 statistical program.

The next chapter presents the results and an analysis of data collected using the above methodology.

CHAPTER FOUR - ANALYSIS OF DATA AND RESULTS

4.1 Introduction

The purpose of this chapter is to analyse the fieldwork of the study and identify whether goal clarity and trust in management influenced the employees' perceptions of organisational readiness for change at DIT. The study also seeks to ascertain whether a relationship exists amongst the three variables, of goal clarity, trust in management and employees' perceptions of organisational readiness for change. The chapter begins with a restatement of the hypotheses to highlight the purpose of the research and data analysis.

HYPOTHESIS 1

It was hypothesised that there is a positive relationship between goal clarity and trust in management at DIT.

HYPOTHESIS 2

It was hypothesised that there is a positive relationship between goal clarity and reported perceptions of organisational readiness for change at DIT.

HYPOTHESIS 3

It was hypothesised that there is positive relationship between trust in management and reported perceptions of organisational readiness for change at DIT.

The analysis of the data collected will follow the order of the hypotheses as listed above, with a summary of the findings incorporated in the conclusion to the chapter.

4.2 Description of sample – Demographic Data

A total of 200 responses were returned and included in the analysis. This presents a sample size of approximately 15% of the population. The reliability of the study was tested using reliability analysis. Cronbach's Alpha was computed as 0.9131 ($p=0.000$). This indicates that there was a high degree of internal consistency amongst the test items. The level of consistency indicates that 91% of respondents answered the questions fairly and honestly.

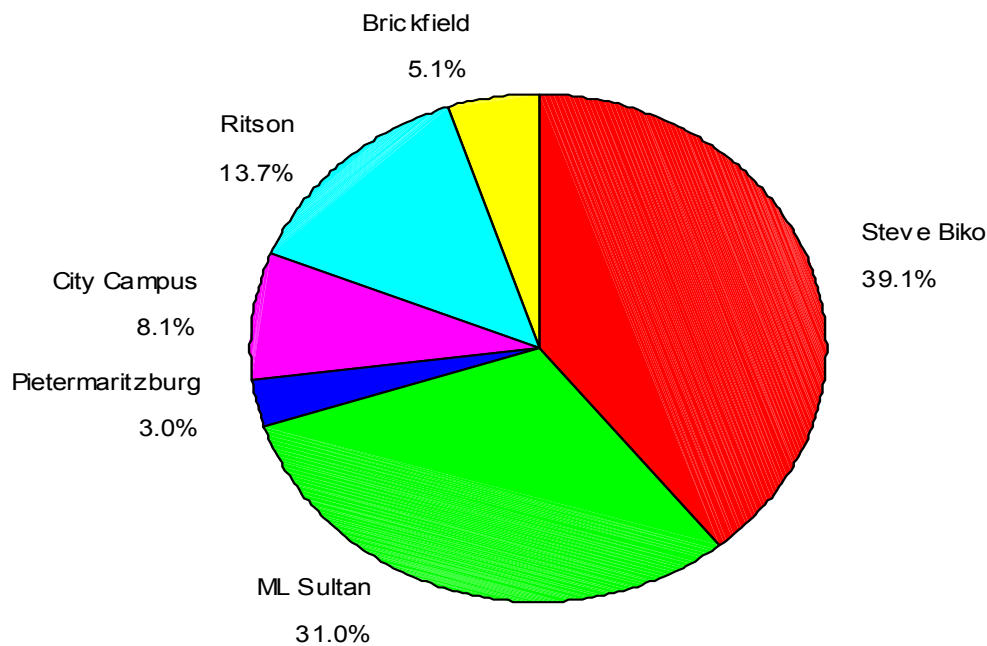
The demographic variables influence on the study variables was analysed. The analysis was necessary to establish whether the DIT employees perceptions were related to office location within the institution, the length of service,

functional area and former heritage employer. Refer to the research questionnaire for clarification regarding the demographic variables (Appendix A).

4.2.1 Office Location

The majority of the sample size was located on the Steve Biko Campus. This may be due to the accessibility of staff in the campus since the buildings are closer together and about 606 of the staff members are situated here, which is 47% according to human resource records. The One-Way ANOVA (Table 4.1) of the office location and the main variables demonstrated that there was no significant relationship between these with the p value (σ) greater than 0.05.

Figure 4.1 Frequency distribution of office location.

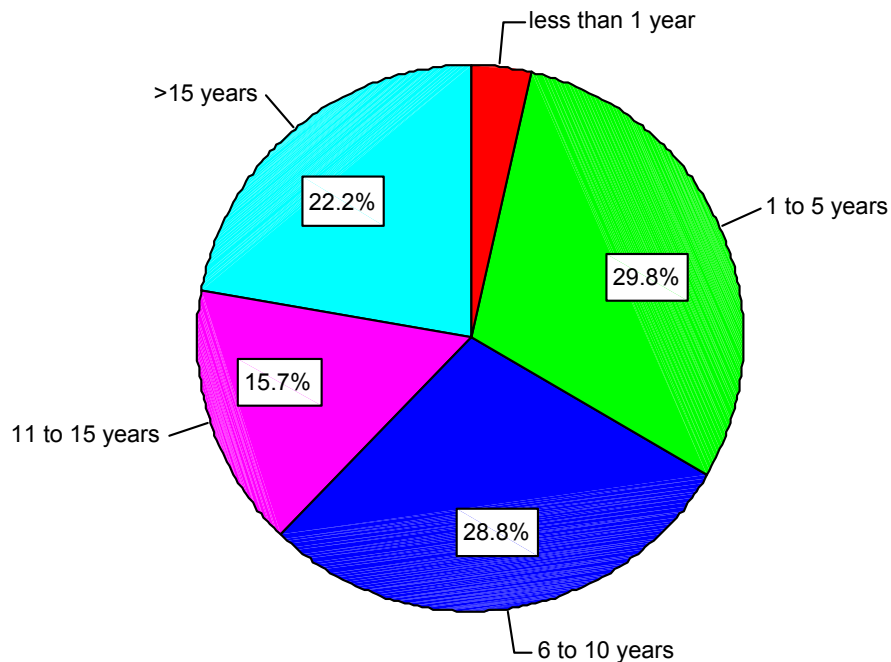


4.2.2 Length of service

The pie chart presents the demographic split based on the length of service of all respondents. The majority of the sample had more than 5 years of service at the respective academic previous institutions. Approximately 3% of the sample had less than one year service. Therefore, it can be assumed that the majority of the sample had sufficient experience to comment on the working environment.

The One-Way ANOVA (Table 4.1) of the length of service and the main variables demonstrated that there was no significant relationship between these with the p value (σ) greater than 0.05.

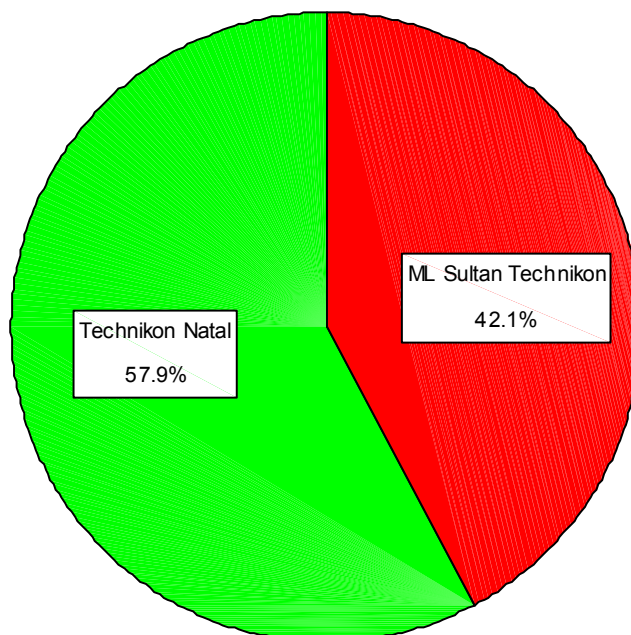
Figure 4.2 Frequency distribution on the length of service



4.2.3 Previous heritage employer

The pie chart indicates the demographic split based on the former heritage employer. The majority of the sample was represented by employees from the previous Technikon Natal. This can be attributed to the fact that the human resource records indicate that 674 staff members (that is 52%) were from the former Technikon Natal as opposed to 625 members from former ML Sultan Technikon. The One-Way ANOVA (Table 4.1) of the previous heritage employer and the main variables demonstrated that there was no significant relationship between these with the p value (sigma) greater than 0.05.

Figure 4.3 Frequency distribution on the former heritage employer

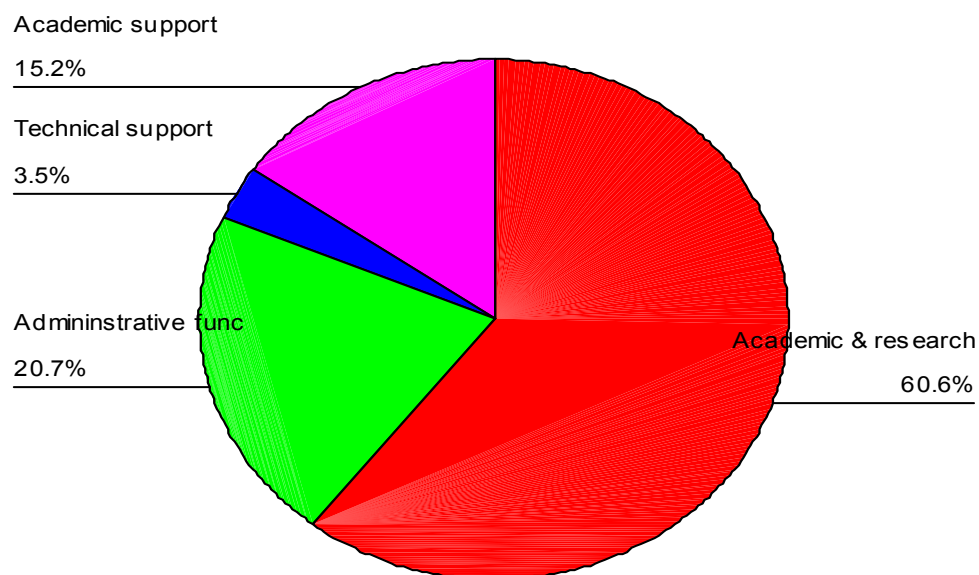


4.2.4 Functional area

The functional area demographic variable was included in order to establish whether or not the response was influenced by what employees do at DIT.

The pie chart illustrates the demographic split based on the institution's functional area. The small differences of the previous heritage institutions were accommodated, and the functional areas were categorised into four broad areas. The academic and research function had the single highest representation on the sample, accounting for more than half the respondents. The actual institution baseline in terms of the functional area is as follows, 539 (41%) academic and research, 661 (51) administrative function, 72 (6%) academic support and 27 (2%) technical support. The One-Way ANOVA (Table 4.1) of the functional area and the main variables demonstrated that there was no significant relationship between these with the p value (sigma) greater than 0.05.

Figure 4.4 Frequency distribution on the functional area.



Data analysis was conducted testing all demographic variables using the One-Way ANOVA (Appendix D). The trend in the data was similar along all demographic split. No significant difference on the demographic splits was identified. The conclusion, therefore is that the feelings of employees about issues raised were comparable across the variables.

Table 4.1 Summary of sigma values: One-Way ANOVA of the main variables and demographic variables.

Variables	Goal clarity	Trust in management	Organisational readiness
Office location	.454	.609	.067
Length of service	.102	.067	.090
Previous heritage employer	.212	.126	.556
Functional Area	.917	.703	.813

4.3 The variables of the research

This study presents the findings about the evaluation of change management in terms of goal clarity, trust in management and perceptions of organisational readiness for change at DIT. Employees were asked to rate statements pertaining to how they feel about goal clarity, trust in management and organisational readiness for change.

The objective of the study was to identify whether goal clarity and trust in management, influenced the employees' perceptions of organisational readiness for change, and secondly, to ascertain whether a relationship among the three variables exists.

A questionnaire covering 12 statements was distributed to employees within the institution. Participants were requested to score the statements on the following scale:

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree or disagree
- 4 = agree
- 5 = strongly agree

A low rating (1-2) reflects a low (negative) perception amongst the employees.

A neutral rating (3) reflects that the respondents do not have an opinion. A higher rating (4-5) reflects a positive experience of how the institution has managed change.

The survey was designed to provide management with an indication of how the change management process was perceived by staff. The employees also had

an opportunity to describe their perception of conditions within the institution.

These perceptions are not right or wrong, but simply an indication of how individuals felt at a given time. Questions covered the three variables.

4.3.1 Goal clarity

The employees were asked to rate the statements regarding how clear the goals of DIT are, whether or not work decisions are based on these goals, whether or not thorough plans exist, and whether any formal planning is done to achieve goals.

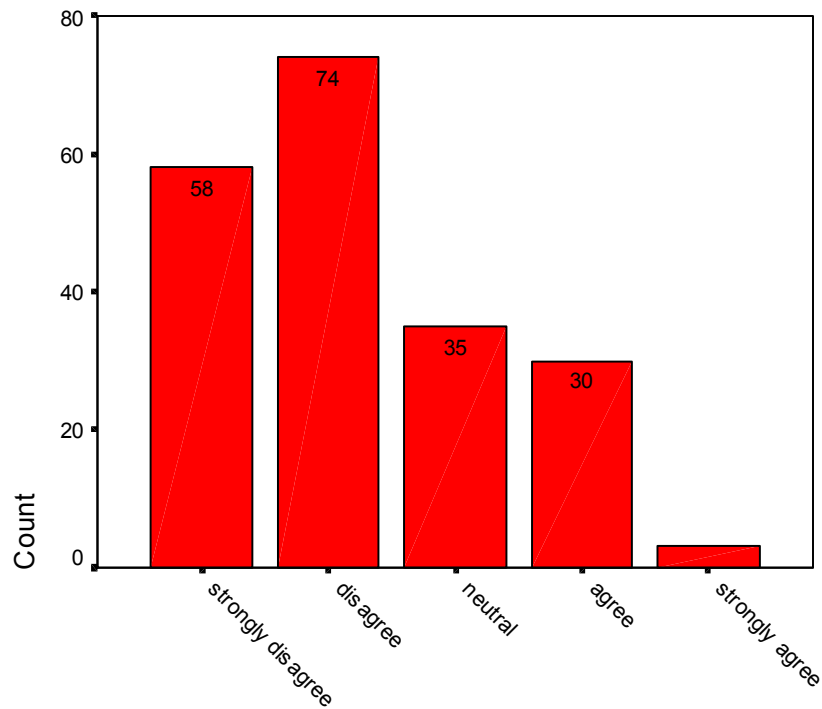
The frequency distribution of all statements indicating percentages in a table format is included in Appendix D.

Each statement in the current research questionnaire was analysed below.

a) The organisational goals are clear

One hundred and thirty six (66%) of respondents felt that the organisational goals are unclear of which 58 (43%) strongly disagreed and 78 (57%) disagreed (Figure 4.5). These findings were supported by respondents comments such as “management have no idea of what they are doing or where this DIT will be in 5 years time if it lasts that long”.

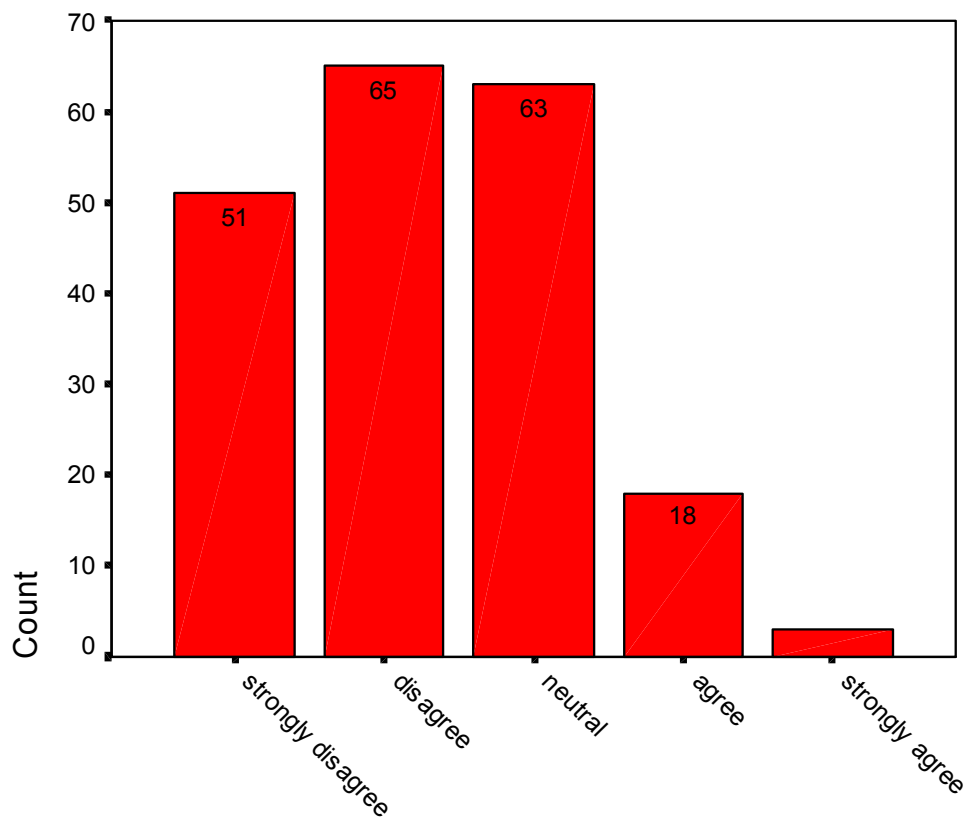
Figure 4.5 Frequency distribution : the organisational goals are clear.



b) Goals used for decision making

One hundred and sixteen (58%) respondents felt that the organisational goals are not utilised to make day-to-day work decisions: 51 (44%) strongly disagreed and 65 (56%) disagreed . These results are presented in Figure 4.6.

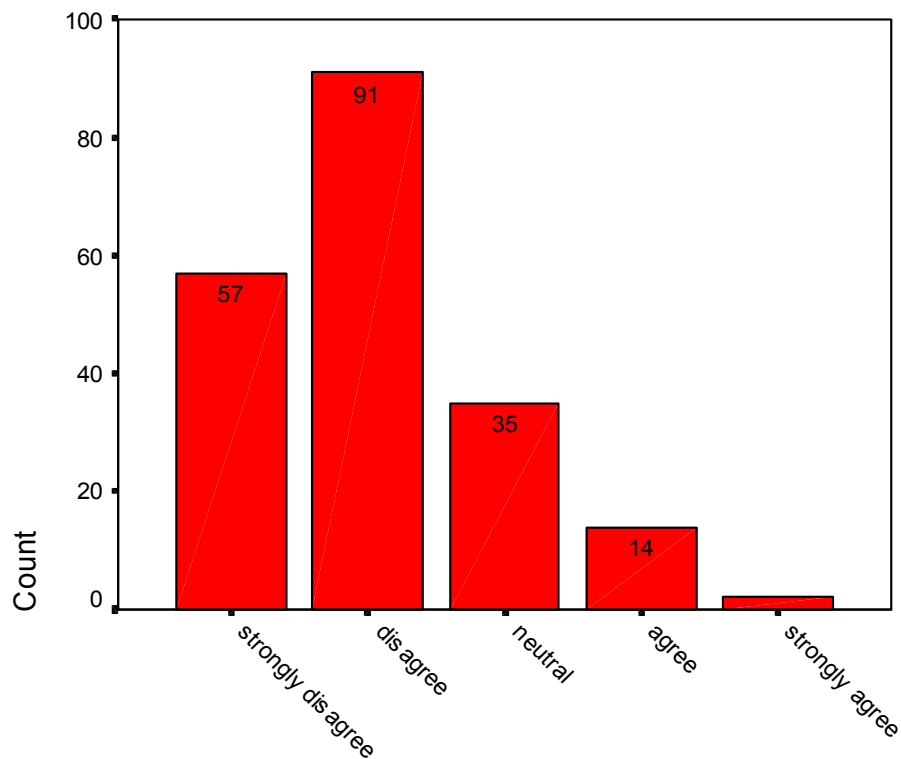
Figure 4.6 Frequency distribution : organisational goals are used to make day-to-day work decisions.



c) Thorough plans for achieving goals

One hundred and forty eight (74%) respondents felt that there are no thorough plans for achieving organisational goals : 57 (39%) strongly disagreed and 91 (61%) disagreed. These findings were supported by respondents comments such as “there seems to be no business plans, staff are not informed timeously about projects”.

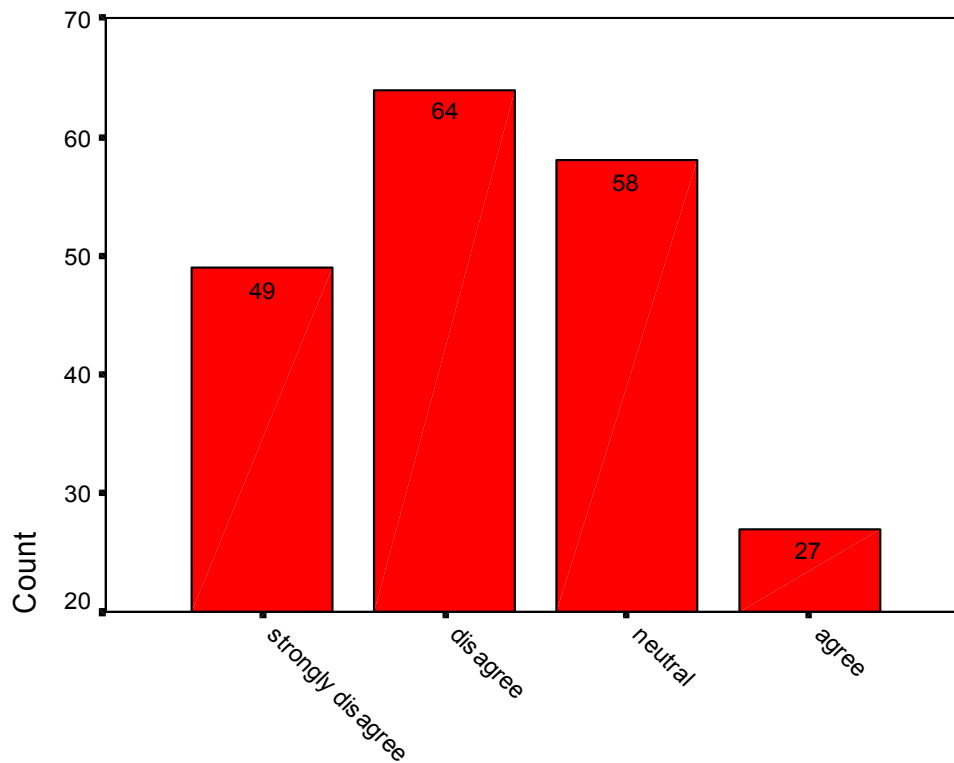
Figure 4.7 Frequency distribution : there are through plans for achieving organisational goals.



d) Formal planning for achievement of goals

One hundred and thirteen (57%) respondents felt that there was no formal planning for achievement of organisational goals, of which 49 (43%) strongly disagreed and 64 (57%) disagreed. These results are represented in Figure 4.8.

Figure 4.8 Frequency distribution: there is formal planning for achievement of organisational goals.



e) Summary of goal clarity questions

The tables below present a summary of the perceptions of employees about the clarity of organisational goals. Overall, the feelings of employees about goal clarity were very negative, that is 64% (Table 4.2). Large scale interventions are needed to shift these perceptions. The shapes of bar charts are similar, indicating consistent rating response on the statements which represent goal clarity.

The mean is closer to the minimum compared to the maximum, which confirms that the feelings of employees about goal clarity were negative. The coefficient of variation is 36%, which is below 40% and therefore indicates that the mean is moderately reliable. With regards to skewness goal clarity is positively skewed to the right, which indicates fewer relatively large values in the dataset. There is a moderate skewness of 0.328. Most of the data values are relatively small which further confirms that employees' feelings were negative (Table 4.3).

Table 4.2 Summary of the goal clarity questions

Category label	Code	Count	% of Responses
Strongly disagree	1	215	27.0
Disagree	2	294	36.7
Neither agree or disagree	3	191	24.0
Agree	4	89	11.2
Strongly agree	5	8	1.0
Total responses		797	100.0
0 missing cases; 200 valid cases			

Table 4.3 Descriptive Statistics of goal clarity

N	Range	Minimum	Maximum	Mean	Std dev.	Variance	Skewness	
Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
198	15	4	19	8.89	3.23	10.43	.328	.173

4.3.2 Trust in management

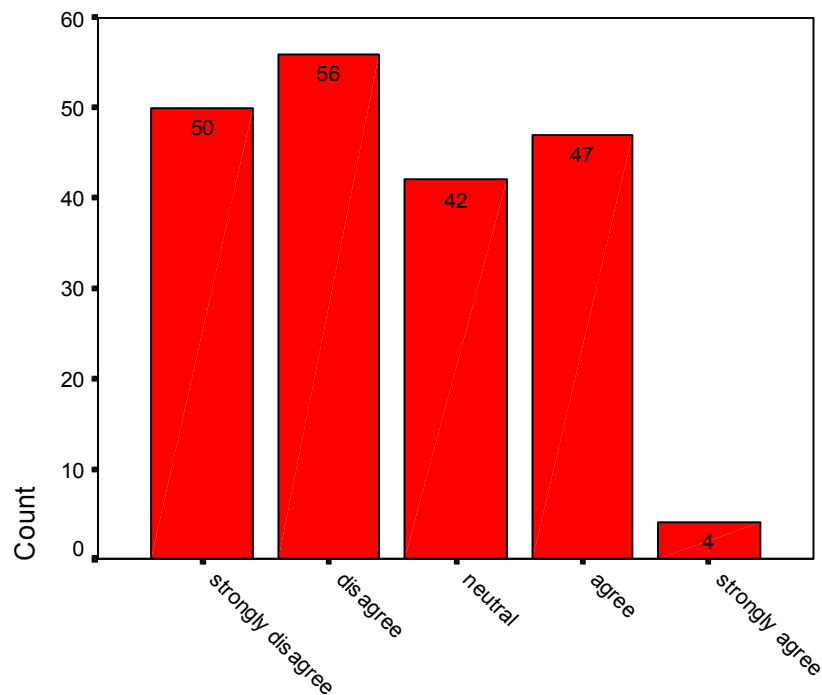
The employees were asked to rate statements on whether management treats them with respect, whether management follows through on its commitment, whether employees trust management, and whether employees trust their immediate superior.

a) Management treats employees with respect

One hundred and six (53%) respondents felt that management did not treat them with respect, of which 50 (47%) strongly disagreed and 56 (53%) disagreed.

It must noted though that 47 (24%) agreed that management did treat them with respect as depicted in Figure 4.9.

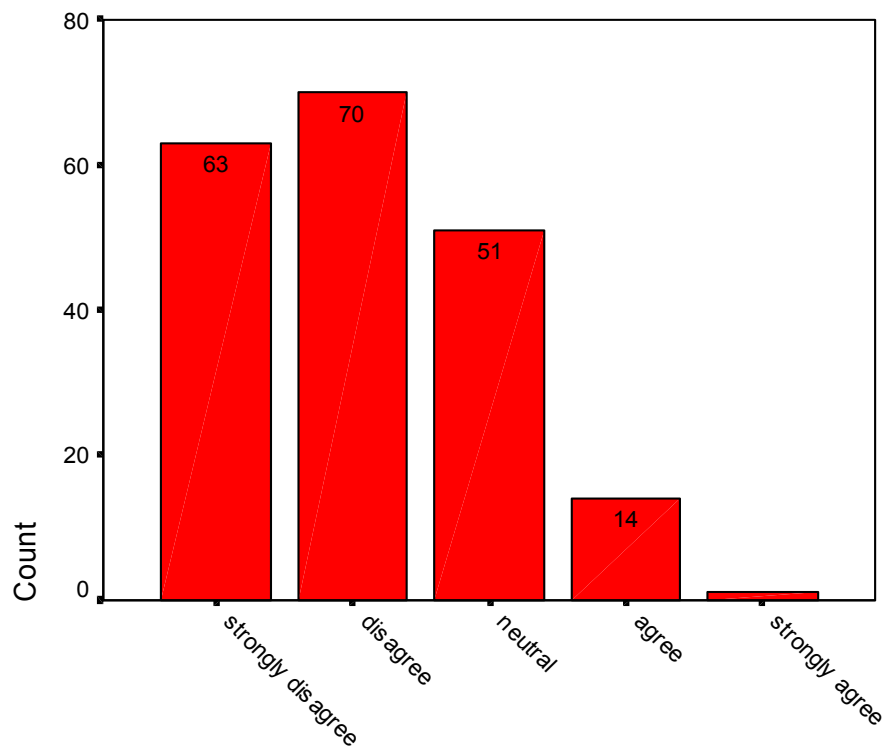
Figure 4.9 Frequency distribution: management treats me with respect.



b) Management follows through on its commitments

One hundred and thirty three (69%) of respondents felt that management did not follow through on its commitments, of which 63 (47%) strongly disagreed and 70 (53%) disagreed as illustrated in Figure 4.10. A significant number of respondents, 51 (26%) did not have an opinion on the statement.

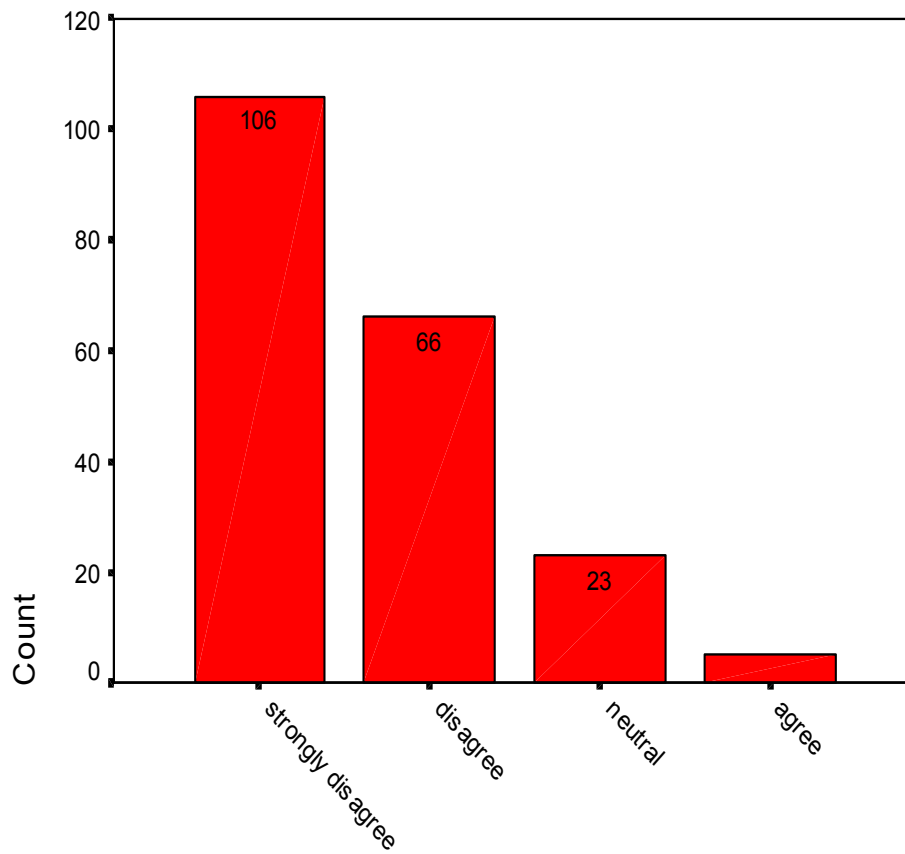
Figure 4.10 Frequency distribution: management follow through on its commitments.



c) Employees trust management

One hundred and seventy two (86%) respondents indicated that they distrust management, of which 106 (62%) strongly disagreed and 66 (38%) disagreed with the statement as depicted in Figure 4.11.

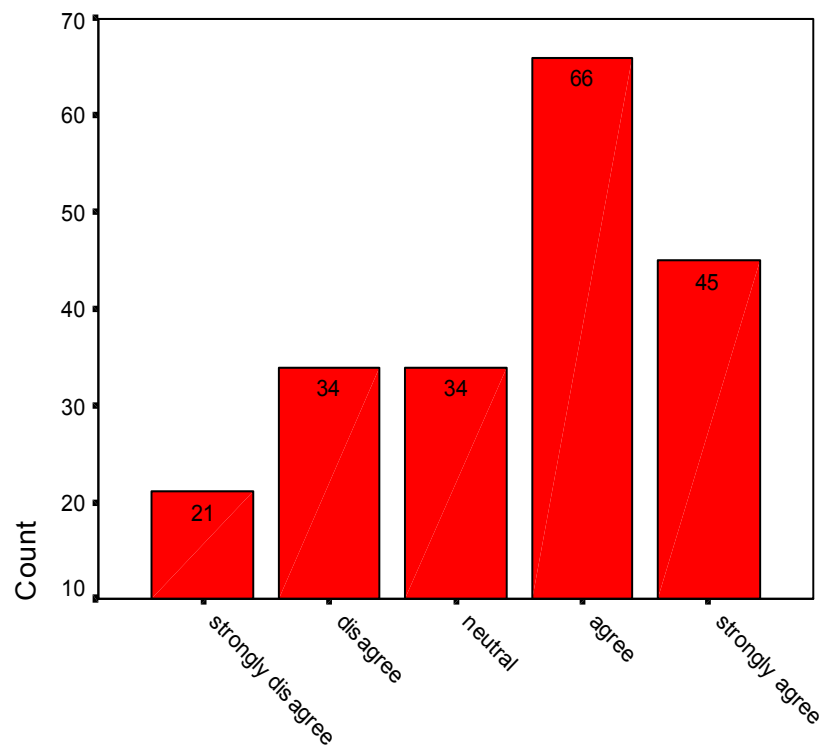
Figure 4.11 Frequency distribution: employees trust management.



d) Trusting immediate superior

One hundred and eleven (56%) of the respondents indicated that they trusted their immediate superior, of which 45 (41%) strongly agreed and 66 (59%) agreed as illustrated in Figure 4.12. Since most of the respondents were from departments, the immediate superior would be the Head of the Department (HOD). It would have been helpful to know the number of HODs that responded to the questionnaire in order to eliminate a certain degree of biasness in the above finding. The lack of this information introduces bias into the sample.

Figure 4.12 Frequency distribution: I trust my immediate superior.



e) Summary of trust in management questions

The tables below present an indication of employees' trust in management. Overall, the feelings of employees about trust in management of the institution were very negative but the split was apparent. It was apparent that there was a split around whether management treats employees with respect.

While 58% (30.1 % plus 28.3 %) of responses were negative, conversely 23% (16.5 plus 6.3 %) indicated a positive response on whether management treats employees with respect as depicted in Table 4.4.

The mean is once again closer to the minimum, which indicates that the employee do not trust management. The coefficient of variation is 32%, which is below 40% and therefore indicates that the mean is moderately reliable. With reference to skewness trust in management is positively skewed to the right, which indicates that most of dataset values are relatively small. The moderate skewness of 0.235 further confirms that the employees' feelings with regards to trust in management were negative (Table 4.5). An environment of distrust as reflected in these results, is not ideal to accomplish the objectives of the organisation.

Table 4.4 Summary of trust in management questions

Category label	Code	Count	% of Responses
Strongly disagree	1	240	30.1
Disagree	2	226	28.3
Neither agree or disagree	3	150	18.8
Agree	4	132	16.5
Strongly agree	5	50	6.3
Total responses		798	100.0
0 missing cases; 200 valid cases			

Table 4.5 Descriptive Statistics of trust in management

N	Range	Minimum	Maximum	Mean	Std dev.	Variance	Skewness	
Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
198	14	4	18	9.62	3.078	9.475	.235	.173

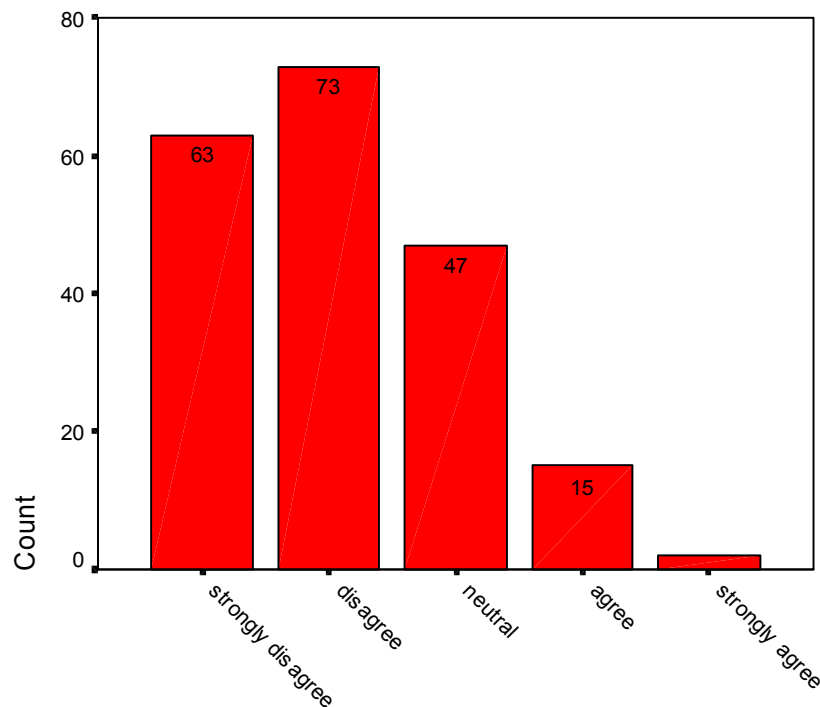
4.3.3 Perceptions of organisational readiness for change

The employees were asked to rate statements on whether management takes action quickly enough to help the organisation, the institution is a leader when compared to similar organisation, the organisation adapts well to changes in funding levels and whether management decisions are innovative.

a) Management takes action quick enough to help the organisation question

One hundred and thirty six (68%) of respondents indicated that management did not take action quickly enough when new opportunities could help the organisation, of which 63 (46%) strongly disagreed and 73 (54%) disagreed as depicted in Figure 4.13.

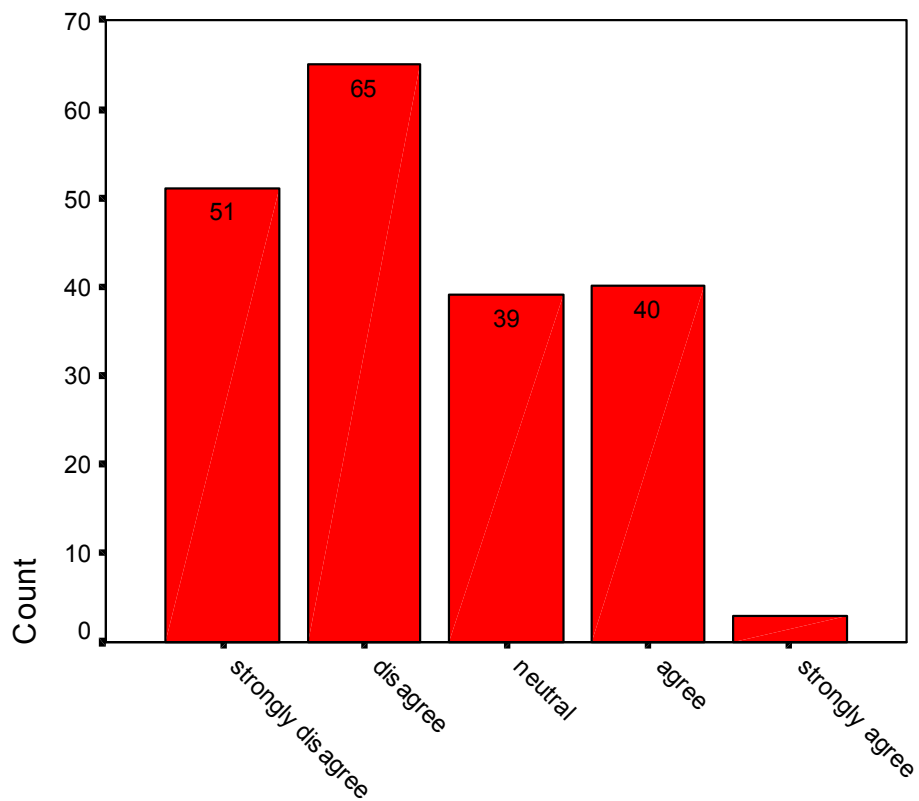
Figure 4.13 Frequency distribution: management takes action quickly enough when new opportunities could help the organisation.



b) The organisation is a leader when compared to similar organisations

One hundred and sixteen (59%) of respondents indicated that the organisation is not a leader when compared with similar organisations, of which 51 (44%) strongly disagreed and 65 (56%) disagreed as represented in Figure 4.14.

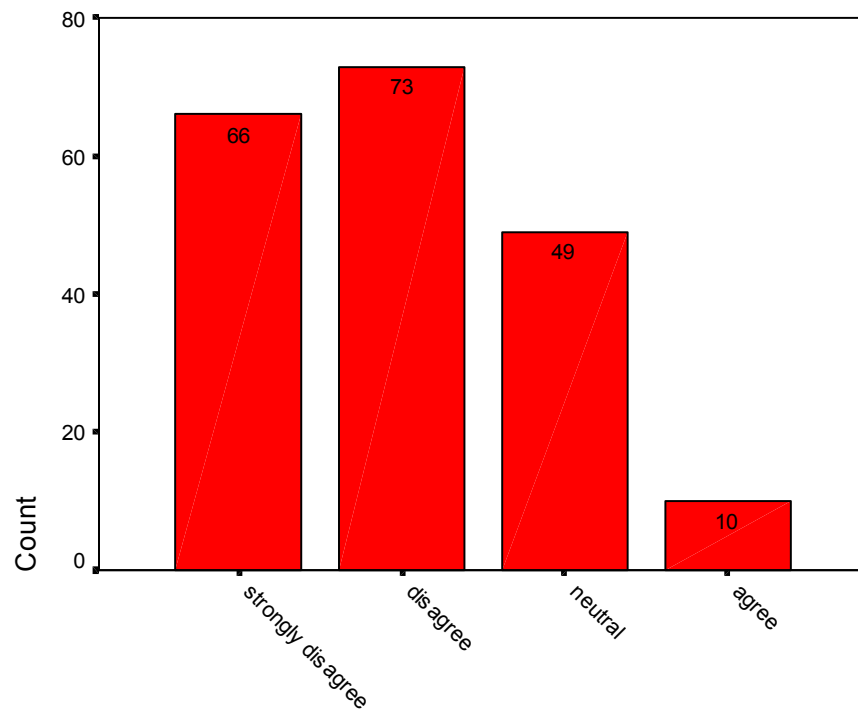
Figure 4.14 Frequency distribution: the organisation is a leader when compared with similar organisations.



c) The organisation adapts well to changes in funding levels

One hundred and thirty nine (70%) of respondents felt that the organisation does not adapt well to changes in funding levels, of which 66 (48%) strongly disagreed and 73 (52%) disagreed as illustrated in Figure 4.15.

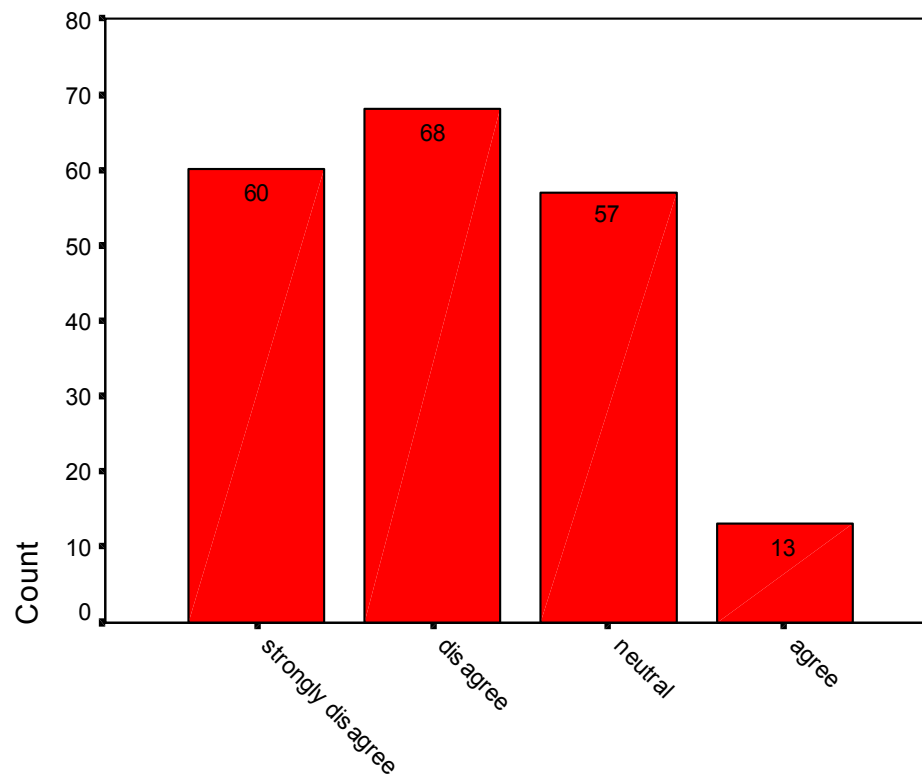
Figure 4.15 Frequency distribution: the organisation adapts well to changes in funding levels.



d) Management decisions are innovative

One hundred and twenty eight (65%) of respondents felt that management decisions were not innovative, of which 60 (47%) strongly disagreed and 68 (53%) disagreed as represented in Figure 4.16.

Figure 4.16 Frequency distribution: management decisions are innovative.



- e) Summary of perceptions of employees on organisational readiness for change questions

The tables below represent the perceptions of employees of organisational readiness for change. This is generally an indication of the perceptions on how people are managed within the institution. As indicated in the table, the overall impression tends to be negative, showing that 65% (that is 30.2% plus 35.1%) felt so as depicted in Table 4.6. The outcome is also indicated by the similarity of bar charts in terms of shape. Generally such responses on this variable indicate that employees feel the organisation is not ready for change.

The mean of 8.63 is closer to the minimum of 4 compared to the maximum of 16, which confirms the feelings of employees' were negative (Table 4.7). The coefficient of variation is 37 % which suggests that the mean is moderately reliable. The variable is positively skewed to the right with a value of 0.162. The moderate skewness further suggests that employees of DIT perceived that the organisation was not ready for change.

Table 4.6 Summary of all perceptions of organisational readiness for change questions.

Category label	Code	Count	% of Responses
Strongly disagree	1	240	30.2
Disagree	2	279	35.1
Neither agree or disagree	3	192	24.2
Agree	4	78	9.8
Strongly agree	5	5	.6
Total responses		794	100.0
0 missing cases; 200 valid cases			

Table 4.7 Descriptive Statistics of perceptions on organisational readiness

N	Range	Minimum	Maximum	Mean	Std dev.	Variance	Skewness	
Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
194	12	4	16	8.63	3.173	10.067	.162	173

4.4 Testing of hypotheses

The testing of hypotheses was done utilising the Pearson correlation statistical tool, which is part of inferential statistics.

The Pearson correlation matrix will indicate the direction, strength and significance of the bivariate relationship among the variables in the study. The decision rule will be to accept the alternative hypothesis and reject the null hypothesis if $p < 0.05$, and reject the alternative hypothesis and accept the null hypothesis if $p > 0.05$. The null hypothesis and alternative hypothesis are indicated below respectively.

4.4.1 Hypothesis 1

It was hypothesised that there is a positive relationship between goal clarity and trust in management at DIT.

Ho: There is no association between goal clarity and trust in management (that is, they are independent).

H₁: There is an association between goal clarity and trust in management.

Since the p value < 0.01 (Table 4.5) the decision is to accept the alternative hypothesis and reject the null hypothesis at 1% level of significance. In other words, the results indicate that 99 times out of 100 sure that there is a significant correlation between goal clarity and trust in management, and there is only a 1 %

chance that the relationship does not exist. The direction of the relationship between the variables is positive (Table 4.8). The strength of the relationship indicates a strong correlation since the correlation coefficient (r) is between 0.7 and 1.0 (Table 4.8).

Table 4.8 Pearson correlation between goal clarity and trust in management

		Final goal clarity	Final trust in management
Final Goal Clarity	Pearson Correlation	1	.732**
	Sig. (2-tailed)	.	.000
	N	198	196
Final trust in management	Pearson Correlation	.732**	1
	Sig. (2-tailed)	.000	.
	N	196	198

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

4.4.2 Hypothesis 2

It was hypothesised that there is a positive relationship between goal clarity and reported perceptions of organisational readiness for change at DIT. The hypothesis suggests that the two variables are directly proportional to each other. The null hypothesis and alternative hypothesis are indicated below respectively.

Ho: There is no association between goal clarity and employee perception of organisational readiness for change (that is, they are independent).

H₁: There is an association between goal clarity and employee perception of organisational readiness for change.

Since the p value < 0.01 (Table 4.9) the decision is to accept the alternative hypothesis and reject the null hypothesis at 1% level of significance. In other words, the results indicate that 99 times out of 100 there is a significant correlation between goal clarity and employees' perceptions of organisational readiness for change, and there is only a 1 % chance that the relationship does not exist. The direction of the relationship between the variables is positive (Table 4.9). The strength of the relationship indicates a strong correlation since the correlation coefficient (r) is between 0.7 and 1.0 (Table 4.9).

Table 4.9 Pearson correlation between goal clarity and perceptions on readiness

		Final goal clarity	Final perceptions on readiness
Final goal clarity	Pearson Correlation	1	.818**
	Sig. (2-tailed)	.	.000
	N	198	192
Final perceptions on readiness	Pearson Correlation	.818**	1
	Sig. (2-tailed)	.000	.
	N	192	194

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

4.4.3 Hypothesis 3

It was hypothesised that there is positive relationship between trust in management and reported perceptions of organisational readiness for change at DIT. The hypothesis suggests that the two variables are directly proportional to each other. The null hypothesis and alternative hypothesis are indicated below respectively.

Ho: There is no association between trust in management and employees perceptions of organisational readiness for change (that is, they are independent).

H₁: There is an association between trust in management and employees perceptions of organisational readiness for change.

Since the p value < 0.01 (Table 4.10) the decision is to accept the alternative hypothesis and reject the null hypothesis at 1% level of significance.

The direction of the relationship between the variables is positive (Table 4.10).

The strength of the relationship indicates a strong correlation since the correlation coefficient (r) is between 0.7 and 1.0 (Table 4.10).

Table 4.10 Pearson correlation between trust in management and perceptions on readiness.

		Final trust in management	Perceptions on readiness
Final trust in management	Pearson Correlation	1	.739**
	Sig. (2-tailed)	.	.000
	N	198	193
Perceptions on readiness	Pearson Correlation	.739**	1
	Sig. (2-tailed)	.000	.
	N	193	194

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

4.5 Qualitative Data Analysis

During the analysis of qualitative data four themes emerged from the respondents. Respondents indicated that most of the problems emanated from lack of clarity in institutional goals. One of the respondent said that “If only management knew what they were doing, then we would know which direction we are heading. Two people doing the same job and earning way differently, very unhappy with management, not being able to sort out our problems. No one seems to help sort our problems any more” (Appendix E).

Although communication was not one of the variables of the study, insufficient communication emerged as one of the themes. Poor communication manifests into rumours, which may result in lack of trust in management. The ‘grapevine’ becomes therefore entrenched within the organisation, this informal communication like its namesake, is twisted, tangled and hard to follow.

Research has demonstrated that communication grapevines function rapidly, selectively and effectively.

More than 5% of the respondents perceived that most of the decisions were not based on anything and sometimes consultation was poor if it existed at all. It would seem that some employees would have liked being consulted about some decisions, although most of these respondents did not state which decisions they would have preferred consultation. One of the respondents suggested that the implementation of Audit Integration of Management Systems (AIMS) project should have involved a wide consultative forum.

A neutralizing theme that emerged was that this research was done at the wrong time altogether when most of the employees were uncertain about their future at DIT. The AIMS was already established to conduct a broad, institution-wide, right-sizing exercise to ensure the maximum utilization of the DIT's resources at a minimum cost. The staff of DIT alleged possible retrenchments.

4.6 Conclusion

Data analysis was conducted, testing all demographic variables using the One-Way ANOVA (Appendix D) the p value > 0.05 , therefore there is no significant relationship or influence between the demographic variables and the main variables. The conclusion, therefore, is that the feelings of employees about issues raised is not affected by the former heritage employer, length of service, location of work station, and functional area.

There is a high probability that goal clarity and trust in management influenced the employees' perceptions on organisational readiness for change. The conclusion is supported by the overall negative (low) feelings on goal clarity, trust in management and employees' perceptions of organisational readiness for change. All three variables indicate a strong positive correlation with each other. A strong positive correlation of 0.732 exists between goal clarity and trust in management (Table 4.8). A strong positive correlation of 0.818 also exists between goal clarity and employees' perceptions of organisational readiness for change (Table 4.9). A strong positive correlation of 0.739 prevails between trust in management and employees' perceptions of organisational readiness for change (Table 4.10). The themes that emerged from analysis of qualitative data are the following: unclear goals, insufficient communication, baseless decisions, and inappropriate time of executing the research.

The results that were obtained from the data and presented in the form of tables, figures, graphs and statements will be discussed in Chapter Five.

CHAPTER FIVE - DISCUSSION OF FINDINGS

5.1 Introduction

The results obtained from the data and presented in the form of tables, figures, graphs and statements in Chapter four are discussed in the current chapter.

The findings will be examined within the context of the literature reviewed. The meaning and implication of the results will be explained in the light of the aims of the study.

Restatement of aim of the study is appropriate to ensure focus in the discussion.

The aim of the study was to establish the success if any, of the change process at Durban Institute of Technology in terms of goal clarity, trust in management, and employee perceptions of organisational readiness for change. The success was measured in terms of how the employees felt about the current change process.

5.2 Classification of the discussion

The discussion will be classified under four major sections:

- Goal clarity
- Trust in management

- Perceptions of organisational readiness for change
- The relationship between the variables

The discussion of the three variables of the study (goal clarity, trust in management and perceptions of organisational readiness for change) will focus on the meaning and implications of the results. The discussion about the relationship between the variables will focus on what type of relationship exists and the meaning of it.

5.2.1 Goal clarity

According to Weber and Weber (2001) goal clarity is the degree to which employees precisely comprehend an organisation's goals and the means for achieving those goals. The results of the study indicate that DIT employees are unclear about the goals of the institution as is shown in Figure 4.8. Employees perceived a lack of vision and direction. The findings might lead to the following:

- ◆ Resistance to the change process
- ◆ Limited or non-participation in the change process
- ◆ Employees pulling in any direction in the absence of vision and objectives.
- ◆ Poor quality offerings
- ◆ Low productivity

The change process literature suggests a number of possible causes of lack of goal clarity during any change process, some of which are indicated below.

The goals need to appeal to the employees' sense of purpose (Moran and Brightman, 2001). Unappealing goals could be due to lack of communication or proper communication. The change leadership group should communicate using few forceful and memorable words (Moran and Brightman, 2001; Covington, 2001). According to Appelbaum, St-Pierre, and Glavas (1998) lack of goal clarity may be attributed to the fact that employees might not conceptualise the link between the organisational goals and their individual jobs. The negative sentiments about goal clarity are an opportunity to reiterate the direction of DIT institution in order to ensure that the merger is successful when it comes to people's aspect of change.

5.2.2 Trust in management

Employees who trust management feel congruence with managerial values and react more positively to changes in organisational direction (Weber and Weber, 2001). The results of the study indicate that 86% (172) of the respondents did not trust management (as shown in Figure 4.11). The results are consistent with the findings by KPMG Consulting and Anderson (2002) in their study looking at organisational climate within the Durban Institute of Technology. The outcomes of distrust within the organisation could include the following:

- ◆ Misunderstanding of change management initiatives
- ◆ Resistance may occur when people distrust or have past resentments toward those leading change
- ◆ Employees lack motivation
- ◆ Poor quality service
- ◆ Low productivity

Empirical evidence in the change literature suggests a number of possible causes of distrust within the organisation. According to Borden (1997) trust does not occur on demand, but rather it is built over time. Better levels of trust might be achieved in future since the merger formally took place only in April 2002. Poor trust levels could be attribute to lack of procedural justice during change, lack of objectivity and fairness (McLagan, 2002). Feelings of uncertainty, lack of information about change, speculation and unfounded fears also contribute to distrust (Weber and Weber, 2001; Barret, 2000; Borden, 1997). This list is not exhaustive, but an indication of what some commentators suggest.

5.2.3 Perceptions of organisational readiness for change

Overall, the DIT employees felt that the organisation was not ready for change: 65% rated the readiness statements low as is shown in Table 4.6. Such results suggest that successful change might not be realised. The consequences of employee's feelings might lead to the following:

- ◆ Resistance to the change process

- ◆ Limited or non-participation in any change management initiative
- ◆ Attempts to sabotage the change process

Commentary by various authors suggests that employees' perceptions of organisational readiness for change could be explained in a number of ways. Lack of on-going interactions might contribute to the negative results (White, 2000). Presence of experimental structures away from mainstream activities will improve innovation, hence preparing the organisation for change (Tabatoni, Davies and Barblan, 2002). Any tendency to overanalyse data, or a wait and see attitude, creates an environment uncondusive to change (Appelbaum, St-Pierre and Glavas, 1998). Management actions and behaviour can create an atmosphere that is stifling (Roberts, 2003).

Establishing possible causes of employees' response precisely would benefit the change process. The current study did not address the causes, hence further investigation is necessary. A focus group research design would probably be appropriate to explore behavioural elements, interventions, and practices that might inhibit success.

5.2.4 The relationship between variables

The results indicate that the relationship between goal clarity and trust in management is positive and strongly correlated to each other as is shown in Table 4.8). The implication is that lack of goal clarity leads to poor levels of trust in management. These results are consistent with previous arguments that clear goals provide a sense of purpose that foster trust (Weber and Weber, 2001). Most problems occur as a result of lack of trust and communication (Borden, 1997).

The findings further indicate that the relationship between goal clarity and employee perceptions of organisational readiness for change is positive and strongly correlated as is shown in Table 4.9. The implications of this, are that lack of goal clarity leads to poor organisational readiness for change. These results are consistent with arguments that when people know why the change is needed, they can figure out what to change and how to change it (Covington, 2001; Moran and Brightman, 2001). Managers set the tone and pace for employees by their actions and behaviour (Roberts, 2003).

The results indicate that trust in management and the employees' perceptions of organisational readiness for change, are positively and strongly correlated as is shown in Table 4.10. These results imply that poor levels of trust in management lead to employees' perceiving that organisational readiness for change is low.

The results are consistent with arguments that people are more willing to cooperate and support corporate decisions if they know that they will be informed along the way (Borden, 1997). People can accept changes that may affect them adversely if they believe the change is right and fairness is followed (McLagan, 2002).

Since there is a strong, positive relationship between the three main variables, the relationship implies that there are other factors that could be related to the variables of the study. The other factors could contribute either positively or negatively to the change process. Future research on employee attitudes during change may identify additional opportunities for management to improve the success of the ubiquitous organisational change initiative.

5.3 Conclusion

Poor goal clarity leads to resistance to the change process, poor quality service, and low productivity. Employees draw in different directions in the absence of vision and objectives.

Low levels of trust in management can result in misunderstandings of change management initiatives, and lack of motivation. Negative employee perceptions of organisational readiness for change might also lead to resistance and attempts to sabotage the change process.

With reference to the relationship between the variables, the implications of the positive, strong correlation is that poor goal clarity possibly leads to poor levels of trust in management and perceptions that the organisation is not ready for change. Furthermore, poor levels of trust in management lead to poor perceptions of employees on organisational readiness for change.

CHAPTER SIX - CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter aims to present the conclusions based on the results discussed in Chapter four and the discussion presented in Chapter five. It will also draw conclusions about the hypotheses and conclusions about the research problem. The implications for theory and implications for business of DIT and limitations will be covered. Chapter six will conclude with recommendations for further research.

6.2 Conclusions about hypotheses

The findings for each hypothesis are summarised within the context of this research.

Hypothesis 1

It was hypothesised that there is a positive relationship between goal clarity and trust in management at DIT. According to the results stated in Chapter four, the decision was to accept the hypothesis at 1% level of significance, since the p value is less than 0.01. The direction of the relationship between the variables is

positive and the strength also indicates a strong correlation since the correlation coefficient (r) is between 0.7 and 1.0.

Hypothesis 2

It was hypothesised that there is a positive relationship between goal clarity and reported perceptions of organisational readiness for change at DIT.

According to the results stated in Chapter four, the decision was to accept the hypothesis at 1% level of significance, since the p value is less than 0.01. The direction of the relationship between the variables is positive and the strength also indicates a strong correlation since the correlation coefficient (r) is between 0.7 and 1.0.

Hypothesis 3

It was hypothesised that there is positive relationship between trust in management and perceptions of organisational readiness for change at DIT.

According to the results stated in Chapter four, the decision was to accept the hypothesis at 1% level of significance, since the p value is less than 0.01. The direction of the relationship between the variables is positive and the strength also indicates a strong correlation since the correlation coefficient (r) is between 0.7 and 1.0.

6.3 Conclusions about the research problem

The research problem outlined in Chapter one questioned the success of the change process currently undertaken at DIT in terms of goal clarity, trust in management and employees' perceptions of organisational readiness for change. The success of change was measured in terms of, how employees feel about the change process since the human aspect of change plays a crucial role in any transformation.

Sixty-six percent of respondents felt that the goals are not clear. The majority of the respondents (58%) indicated that day-to-day work decisions have no basis, or a lack of goal clarity has resulted in employees not having a frame of an adequate reference. There are no thorough plans for achieving organisational goals and no formal planning for achievement of organisational goals is evident. It is necessary for management to clarify organisational goals in order for staff to understand the direction in which management intends to move the organisation.

Overall, employees felt that they did not trust management. With reference to the statement that management treats employees with respect, most respondents (53%) disagree, but a significant minority (26%) agreed with the statement and a minority (21%) had no view about the treatment of management.

Such an environment of distrust is not ideal to accomplish the objectives of the organisation.

With reference to the employees' perceptions of organisational readiness, the overall impression was negative: 65% felt that the organisation was not ready for change. Management needs to prepare employees for a change process by ensuring that the environment is suitable for most employees at least. According to Roberts (2003) management actions and behaviour can create an atmosphere that is either stifling, encouraging the maintenance of status quo, or vibrant with enthusiasm for change and improvement.

6.4 Implications for theory

Employees are goal oriented and would like to address certain aspects in their jobs (Moran and Brightman, 2001; Allen-Meyer, 2001). Improving job performance can be achieved if the goals are clear. The role of effective leadership during the change process is to clarify the organisational goals immediately (Covington, 2001; Moran and Brightman, 2001).

Allen-Meyer (2001) emphasises that a well-informed people will change when they recognise in the change, the tools they need to do their jobs more effectively on a minute-by-minute basis. Appelbaum, St-Pierre and Glavas (1998) suggest that lack of goal clarity may be attributed to the fact that employee might not conceptualise the link between the organisational goals and their jobs.

Lack of trust and communication is a major problem to any logical merger (Borden, 1997). Research suggests that the creation of an atmosphere where trusting communication can take place is essential and forms an important foundation for achieving organisational goals (Weber and Weber, 2001).

Courageous and decisive leadership can inspire an organisation to overcome difficult situations or take quick actions. In contrast, a tendency to over analyse data may cause a firm to lose ground to competitors and may exacerbate problems (Appelbaum, St-Pierre and Glavas, 1998). Managers set the tone and pace for employees (Roberts, 2003).

The research findings indicate that goal clarity, trust in management and organisational readiness for change should be given sufficient attention during any transformation. This will assist in successful transformation. The strong positive correlations among the research variables suggest that prioritising these issues is not an option, but a necessity.

6.5 Implications for institution

The current study finds that goal clarity has not been sufficiently dealt with during the change at DIT. Change literature emphasises the importance of ensuring clarity of organisational goals (Covington, 2001; Moran and Brightman, 2001). Management efforts to identify organisational goals clearly during a change initiative could have a positive impact on employees' attitudes. Goal clarity is a key aspect of developing and maintaining positive employee attitudes during a change effort.

The results suggest that the existence of clear goals during a change effort could improve perceptions of the organisation's ability to adapt to change.

Specific policy implications for management at DIT may be that the amount of information disseminated has a critical impact on employee attitudes towards management and change effort. Management needs to disseminate more information than is the case at present.

6.6 Limitations

The opinions of the respondents were consistent regarding issues raised. However, it must be noted that the study was done during an Audit Integration of Management Systems (AIMS) project. The AIMS project was established, to conduct a comprehensive, institution-wide, right-sizing exercise to ensure the maximum utilisation of the DIT's resources, at a minimum cost. The rationale for the project stems from the fact that DIT is operating at a financial level which is not sustainable and the long term survival of the institution was at risk. The staff of DIT perceived that the AIMS project could result in possible retrenchments, and this may have contributed to the negative sentiments revealed in this study. However, there is no reliable evidence for this and future similar research could provide some indication on this matter.

6.7 Recommendations for further research

The respondent's opinions were harmonious regarding the raised issues. Establishing the possible causes of the employees' responses precisely would benefit the change process. The study did not address the issue of what the frame of reference for the employees' responses is, hence further investigation is necessary. A focus group research design may be appropriate to explore elements of behaviours, interventions and practices that might contribute to success or restrict success.

Since there is a strong positive relationship among the variables, the relationship might also imply that there are other factors that could be related to the variables of the study, either positively or negatively. Future research on employees' attitudes during change may recognise additional opportunities for management to encourage the success of the ubiquitous organisational change initiative.

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APPENDIX A

QUESTIONNAIRE - Evaluation of change management initiative at DIT.

Answer the following questions by indicating using a cross (X) where appropriate.

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
1. The organisation's goals are clear.					
2. Management treats me with respect.					
3. Management takes action quickly enough when new opportunities could help the organisation.					
4. Organisational goals are used to make day-to-day work decisions.					
5. Management follow through on its commitments.					
6. This organisation is a leader when compared with similar organisations.					
7. There are thorough plans for achieving organisational goals.					
8. Employees trust management.					
9. This organisation adapts well to changes in funding levels.					
10. There is formal planning for achievement of organisational goals.					
11. I trust my immediate superior.					
12. Management decisions are innovative.					

Please turnover

Additional Comments

If you have any additional comments, that you feel are relevant, please complete below.

Demographic details

Please circle the letter that corresponds to your answer .

<p>13. What is your professional or functional area ?</p> <p>a. Academic and research b. Administrative functions c. Technical and support d. Academic support e. Unsure (Please indicate _____)</p>	<p>14. How long have been with the institution ?</p> <p>a. Less than 1 year b. 1 to 5 years c. 6 -10 years d. 11 to 15 years e. >15 years</p>	<p>16. Former heritage employer</p> <p>a. ML Sultan Technikon b. Technikon Natal</p> <hr/> <p>17. Work station campus</p> <p>a. Steve Biko b. ML Sultan c. Pietermaritzburg d. City campus e. Ritson</p>
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Thank you for co-operation.

APPENDIX B

P.O Box 953
Durban
4000
September 2003

LETTER OF INFORMATION AND CONSENT

I am currently undertaking a research project that aims to identify whether goal clarity and trust in management influences the employee's perceptions of organisational readiness for change at DIT. The research will help to provide information during decision-making in the way forward regarding the change.

Please fill in the anonymous questionnaire at your earliest convenience. It will take 10 minutes of your time. Participation is entirely voluntary. The information you provide will be used for research purposes only and your identity and individual answers will be kept totally confidential.

Please return the completed questionnaire to the secretary of the department at your earliest convenience.

Your co-operation will be much appreciated.

Thank you
Yours faithfully.

Tuto May

APPENDIX C**INTERNAL MEMORANDUM**

TO: ALL HEADS OF DEPARTMENT
FROM: MR T MAY
LECTURER : RADIOGRAPHY DEPARTMENT
RE: REQUEST PERMISSION TO DISTRIBUTE RESEARCH QUESTIONNAIRES

I am currently registered for a Master's in Business Administration degree at Durban Institute of Technology, and in the process of preparing my dissertation. My research will investigate the merger process and deals with an evaluation of goal clarity, trust in management and perceptions of organisational readiness for change at Durban Institute of Technology.

Since the institution is involved in a change process, the study may assist in the success of this process. The research will help to provide information for decision making in the way forward regarding the merger.

I will meet with your departmental secretary and randomly select participants from the staff. All permanent staff names will be placed in a container and 60% of the names will be drawn and selection will be done without replacement . The secretary will be asked to insert the questionnaires to the relevant pigeon holes. Once the questionnaire has been completed it should be returned to the secretary. The researcher will then collect the completed questionnaires from the secretary. Can you please forward this memorandum to the secretary.

Professor Ncayiyana has approved the study.

Thank you. Your co-operation will be appreciated
Yours faithfully.

Tuto May

APPENDIX D

FREQUENCIES OF ALL QUESTIONNAIRE STATEMENTS

Organisation's goals are clear.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	58	29.0	29.0	29.0
disagree	74	37.0	37.0	66.0
neither agree or disagree	35	17.5	17.5	83.5
agree	30	15.0	15.0	98.5
strongly agree	3	1.5	1.5	100.0
Total	200	100.0	100.0	

Organisational goals are used to make day-to-day work decisions.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	51	25.5	25.5	25.5
disagree	65	32.5	32.5	58.0
Neither agree or disagree	63	31.5	31.5	89.5
agree	18	9.0	9.0	98.5
strongly agree	3	1.5	1.5	100.0
Total	200	100.0	100.0	

There are thorough plans for achieving organisational goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	57	28.5	28.6	28.6
	disagree	91	45.5	45.7	74.4
	neither agree or disagree	35	17.5	17.6	92.0
	agree	14	7.0	7.0	99.0
	strongly agree	2	1.0	1.0	100.0
	Total	199	99.5	100.0	
Missing	System	1	.5		
Total		200	100.0		

There is formal planning for achievement of organisational goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	49	24.5	24.7	24.7
	disagree	64	32.0	32.3	57.1
	neither agree or disagree	58	29.0	29.3	86.4
	agree	27	13.5	13.6	100.0
	Total	198	99.0	100.0	
Missing	System	2	1.0		
Total		200	100.0		

Management treats me with respect.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	50	25.0	25.1	25.1
	disagree	56	28.0	28.1	53.3
	neither agree or disagree	42	21.0	21.1	74.4
	agree	47	23.5	23.6	98.0
	strongly agree	4	2.0	2.0	100.0
	Total	199	99.5	100.0	
Missing	System	1	.5		
Total		200	100.0		

Management follow through on its commitment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	63	31.5	31.7	31.7
	disagree	70	35.0	35.2	66.8
	neither agree or disagree	51	25.5	25.6	92.5
	agree	14	7.0	7.0	99.5
	strongly agree	1	.5	.5	100.0
	Total	199	99.5	100.0	
Missing	System	1	.5		
Total		200	100.0		

Employees trust management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	106	53.0	53.0	53.0
	disagree	66	33.0	33.0	86.0
	neither agree or disagree	23	11.5	11.5	97.5
	agree	5	2.5	2.5	100.0
	Total	200	100.0	100.0	

I trust my immediate supervisor.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	21	10.5	10.5	10.5
	disagree	34	17.0	17.0	27.5
	neither agree or disagree	34	17.0	17.0	44.5
	agree	66	33.0	33.0	77.5
	strongly agree	45	22.5	22.5	100.0
	Total	200	100.0	100.0	

Management takes action quickly enough when new opportunities could help the organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	63	31.5	31.5	31.5
	disagree	73	36.5	36.5	68.0
	neither agree or disagree	47	23.5	23.5	91.5
	agree	15	7.5	7.5	99.0
	strongly agree	2	1.0	1.0	100.0
	Total	200	100.0	100.0	

This organisation is a leader when compared with similar organisations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	51	25.5	25.8	25.8
	disagree	65	32.5	32.8	58.6
	neither agree or disagree	39	19.5	19.7	78.3
	agree	40	20.0	20.2	98.5
	strongly agree	3	1.5	1.5	100.0
	Total	198	99.0	100.0	
Missing	System	2	1.0		
Total		200	100.0		

This organisation adapts well to changes in funding levels.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	66	33.0	33.3	33.3
	disagree	73	36.5	36.9	70.2
	neither agree or disagree	49	24.5	24.7	94.9
	agree	10	5.0	5.1	100.0
	Total	198	99.0	100.0	
Missing	System	2	1.0		
Total		200	100.0		

Management decisions are innovative.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	60	30.0	30.3	30.3
	disagree	68	34.0	34.3	64.6
	neither agree or disagree	57	28.5	28.8	93.4
	agree	13	6.5	6.6	100.0
	Total	198	99.0	100.0	
Missing	System	2	1.0		
Total		200	100.0		

APPENDIX E

RAW QUALITATIVE DATA

Management has not made decisions based on strategy, their mission or vision. They remain reactive not proactive in their approach. 10

Management should take the best interest of their employees into consideration before making decisions. Management worries about their own 'perks' and not of the institution as a whole. 12

Unable to make constructive comments. There is no transparency in any of the institution's decisions or actions, and the institution is going through a very uncertain and stressful period, at this time for any comment. 14

More transparency is needed from management. 15

Management style is indicative of the fact that they have no regard for the present government, or they would be promoting the national goals for education. They need to keep abreast of the current trends and policies for higher education. This present management has taken the institution back in time, to the apartheid era. I also feel let down by the government (for which I have fought to be in power) because of the state of this institution. 16

I am thoroughly disappointed in management and the way they conducted themselves. They seem to be a law unto themselves and only have their own interests at heart. 17

Educational management qualifications and training are not in place at management level. 19

Academic staff is not familiar with management decisions-uniformed. Management has often by passed departments. If the organisation were a leader we would not be in deficit and jeopardy at the moment. Respect is obtained when staff is informed about decisions. Management seems to be pro-white. 20

I have no confidence in management. Decisions are already taken before other down the line are consulted. 21

If only management knew what they were doing, then we would know which direction we are heading. Two people doing the same job and earning way differently, very unhappy with management, not being able to sort out our problems. No one seem to help sort our problems any more. 24

The institution has no direction especially our management that is why we are in this situation. 25

The institution should have competent members at top management level. Decision making (good) is a skill and management totally lacks this. There is no proper planning at top management level therefore middle and lower levels do not function properly. Management has no vision as to what the institution ought to be and is rather detrimental to employees as this do not provide opportunities for them (employees). It creates threats. 26

Management and Council needs to meet staff so we could discuss matters face to face. Staff needs to question management. Current management cannot manage D.I.T's monies. 28

I think this questionnaire is sent out at the wrong time when everyone is 'tensed' with the state of the Technikon affairs and retrenchment.29

Management is introducing new things and new methods of doing things but none of these are leading the employees to the great achievements. 90% is not sure whether they will be having their jobs in 2004. The aims project is a threat to DIT employees. 34

Firstly not happy with the change at DIT things are totally different from the previous institution. 43.

Management should consider the needs of the society and the employees when taking life-affecting decisions. 53

Transformation is only a widow dressing. Lots of staff /departments are redundant but management just transfer them somewhere else and at a higher level. furthermore, there are too many managers and advisors in top management.57

The management team on this institution possesses enormous mismanagerial skills. Only dead fish move with the flow! 58

Transformation seems to benefit one group of people only. 59

Ever since merger took place, I feel like I am on a roller coaster that is steadily getting out of control. I fear for my job and no longer feel secure. 64

There seems to be no business plans / staff are not informed timeously about projections. 66

Management should consider all their decisions based on future goals and in context to each individual situation or section. 68

Too much money is spent on trying to find out, how money can be saved (aims). Too many lecturing staff are deployed for managerial duties. Students are doubly disadvantaged: pay more for less. 71

I have answered with reference to management being executive manager. They should take more active role in meeting us the providers, who really makes DIT what it is. 74

This organisation lost direction and hope everyone blame one another and all people are striving for power. From both the former ML and TN employees are no longer motivated to work for this newly formed institution but people but people are here to get to feed their families not because to help the institution to achieve its goals and objectives. 77

There is quite a lot of uncertainty on my side. One is aware where we ought to be going. Change is desirable. The restructuring process going on is important so that we can emerge with an appropriate solution. 79

There is no clear direction at DIT and staff have not been fully informed of the strategic path that the new institution intends to pursue. Staff are just basing their actions on their experience and norms from the 2 now defunct Technikons. 84

Insufficient communication between management and employees. A lot of rumours are in circulation RE finances. Financial management perceived to be poor. 85

There is a huge void between management and the workforce. 88

Questions should be raised at how decisions regarding large outlays of money which has not resulted in improved efficiency ITS vs Apollo – ITS is absolutely terrible. 89

DIT management treats its employees with disrespect and they are not seen as people just figures (with relation to their financial problems). 90

The comments that I have highlighted are a general background that I have been aware of – regarding management, I have no contact with the sector at all. Our management (some of them) do not take heed of staff's issues, no matter how urgent or serious it seems to be. Our institution is a tertiary one, training leaders of tomorrow, what example are they setting for our students. 98

I have little or no contact with management. My answer, are therefore, perceived from the day to day running of the institution. 99

“management “is an inaccurate term – it should be “mismanagement “. The lack of consideration for staff and students is staggering. 100

This organisation has gone badly, a forensic audit is needed. Money has been misappropriated. The academics are being victimised again, reduce the oxygen thieves – administration. 103

Management has no knowledge nor experience on how to effect change nor how to lead change fruitfully. 105

The lack of innovation, planning and strategic thinking is very clear when one considers the current financial situation of the institution and the unnecessary excessive spending that goes on @ this institution. The institution also created unnecessary promotional post for staff members which further aggravated the situation. 108

The institution and managers are under prepared for managing change and preparing employees for change. 109

When the merger took place, ML staff received all the benefits that T.N staff received but T.N staff did not receive parity in salaries as yet. Whenever we enquire about parity in salary, excuses are given but nothing is done. Will this research make a difference? 113

This management is not transparent in fact it does it's own thing and decisions are made with little consultation or consideration. 124

There is no direction or communication in the institution anymore. 129

Staff are not adequately informed of decisions by management and hear of things "via the grapevine" rather than directly. Management then has to react to rumours through a defensive approach rather than through a proactive one. 130

Too many procedures / forms that hold things up. A purchase req. moves over 6 different desks from originator to issuer of cheque. This is not economical, although I do grasp the need for financial control. 131

We have been treated like a mushroom factory for the last 18 months. 132

A very incompetent managerial structure. 133

I feel that there are some institutional goals, but because they are not clearly defined and communicated, people interpret them differently. In some ways, we are leaders in technology, for instance through the online learning centre. But in other ways, we are one big technological joke, barely any computer or internet access for students. One of the biggest problems is leadership at middle

management level not properly trained or equipped to manage departments that are sometimes the equivalent of small to medium size companies. 135

Aims strategy just threw away all the little trust and confidence I held for management. 140

It is difficult to comment, when often certain issues are not communicated. With regards to immediate superior, currently the department / faculty are undergoing leadership changes and it is difficult to state that you trust when you have not had an opportunity to assess. Suffice to say, I have very little respect / trust for my previous immediate superior. 143

Management has no vision and plan to attain any goals. I have been in management in industry and from the outset I knew that harmonisation of salary scales and benefits will be one of the major causes of the institution going into a deficit. Just one example of bad planning. (this was necessary and should have been planned for). There are many such downfalls of management I will need more paper to explain the rest. They are being paid massive salaries to be effective managers but are not. I know of managers that are being paid 1/100 of their salaries and manage more effectively. 155

Quantum shift required to focus on core “academic” activity of institution. At least 60% of total income generated should go to academic (teaching) departments. Budgets should be adhered to. No need For: pie in the sky” educational support units (AGU; CHE; +++). DVC, academic only. 159

The present crisis in finance is marring the institutions academic mission integrity and its goals. The present focus on financial management is impacting negatively on decisions regarding academic excellence in teaching / learning. 160

We are now a university of technology. The only way to rate this University is by research outputs. If “time” is not allowed to do this, then the goals will not be achieved. Why does staff @ universities have high research outputs? Whilst we are just keeping our heads above water? Management must be reminded that there are two types of academic: 1 academic who enjoy “teaching” and performing relevant administrative duties. 2. Academics, who enjoy “teaching” and carrying out (supervision) research. 162

Management ‘s vision and policies with respect to research are both unclear and operationally inadequate. A university if technology without research will never be a university in the true sense of the word. 164

Staff are not informed enough to even evaluate this questionnaire. 166

Change management remains an academic concept at DIT. Or is not put into practice, changing structures and systems do not seem to penetrate the system / status quo. Investigating bodies should be more probing and honest about DIT ongoing. 169

No one seems to know what is happening / who is in charge or where the buck stops – no communication or guidelines for staff. 171

Information from management about DIT is withheld and seems to be used as a weapon for creating an uncertain climate. They only manage a crisis never pre-emptive. No interest in capital expenditure e.g. lecture venues that are decent / overhead projectors / or expenditure on students support e.g. foundation courses. 176

- a) no follow through on communication on decisions that affect our lives until 5 minutes before the deadline is due
- b) finance and HR are in an ongoing state of chaos
- c) departments must pay for services they do not receive!! Thus placing departments into a loss situation.

This merger has been poorly planned at the grass root level. 179

