



**EMPLOYEES' ATTITUDE AND BEHAVIOUR TOWARDS ORGANIZATIONAL
CHANGE WITHIN THE DEPARTMENT OF EMPLOYMENT AND LABOUR IN
KWAZULU-NATAL, SOUTH AFRICA**

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DURBAN UNIVERSITY OF TECHNOLOGY

by

Wiseman Sibusiso Khumalo

20153015

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Supervisor: Dr Pauline Ngo Henha /Eyono

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ABSTRACT

Organisational change is an unavoidable element of contemporary workplaces, driven by shifting market dynamics, technological progress and policy modifications. Navigating such transformations poses numerous challenges for organisations, especially in terms of managing the human factor—employee attitudes and behaviours—which can greatly affect the success or failure of change initiatives. Regardless of whether the change is gradual or revolutionary, its effects on employees are significant, influencing their engagement, morale and overall performance during the transition from one organisational stage to another.

This quantitative research examined employee attitudes and behaviours regarding organisational change within the Department of Employment and Labour in KwaZulu Natal, South Africa. The study utilised a structured questionnaire to gather data from 300 employees, ensuring a substantial sample size for statistical evaluation. The data were analysed using Statistical Package for the Social Sciences version 28, applying both inferential and descriptive statistical techniques to identify patterns and relationships within the responses.

The results indicate a notable interconnection amongst affective (emotional), cognitive (thought-based) and behavioural (action-oriented) attitudes towards organisational change. This highlights the intricate relationship between how employees feel, think and behave in response to organisational changes. The findings imply that effective change management strategies must consider not only the practical dimensions of change but also the psychological and emotional requirements of employees.

By illuminating these dynamics, this research provides a significant contribution to the existing literature on organisational change, particularly within the realm of public sector organisations in South Africa.

DECLARATION

I, Wiseman Sibusiso Khumalo, hereby declare that the dissertation submitted in fulfilment of the requirements for the Master of Management Sciences degree, specializing in Human Resources Management within the Faculty of Management Sciences at the Durban University of Technology, constitutes my original research endeavour. This academic dissertation has not been delivered to any other learning institution. All references employed have been appropriately acknowledged, accurately cited and incorporated into the bibliography.

Date: 01/11/2024

Wiseman S. Khumalo
20153015

DEDICATION

I would like to begin by expressing my gratitude to God and my ancestors for their unwavering support throughout this journey. I also wish to dedicate this Master's degree to my supervisor, Dr Pauline Ngo Henha/Eyono. Your guidance has been instrumental. Without your encouragement, I would have likely abandoned my studies long ago. I am truly grateful for your patience, support and understanding during this challenging time. The path has not been easy, as I faced numerous interruptions, including surviving Covid-19 and two car accidents in consecutive years. Your belief in me has been a source of strength.

Furthermore, I dedicate this research to myself, with the hope that the insights I have gained regarding attitude and change will aid me in my personal development journey.

Thank you.

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I extend my heartfelt gratitude to Mama wamaNtombazane (Thando) for your unwavering support. Despite our occasional disagreements, your intentions have always been rooted in care, and I sincerely appreciate your presence in my life. To my wonderful daughters, Ndimphiwe and Zibusiso, I am grateful for your understanding as I took time away from you to pursue my studies. To my family, Khumalo and Mavimbela, thank you for your endless support- I would not exchange you for anything in the world. I also wish to express my appreciation to my colleagues at the Department of Employment and Labour for their participation in the study. To the HRM team, your support has been invaluable. To my friends, I acknowledge your assistance, even though some delays were caused by circumstances involving you, your support has been greatly appreciated. To Ratu, Xolani, Jabu, Nondaba, Benson, Bab'Gwala and Bab'Dlamini, thank you for your encouragement and the various roles you have played in helping me navigate challenges along the way. Finally, to my Mother, I am deeply thankful for your prayers and unwavering belief in me. You have always wished for me to complete my research study, even without fully understanding its content.

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LIST OF ACRONYMS/ABBREVIATIONS

SPSS	Statistical Package for Social Sciences
IREC	Institutional Research Ethics Committee
AT	Affective Attitude
CT	Cognitive Attitude
BT	Behavioural Attitude
EFA	Exploratory Factor Analysis
CFA	Confirmatory Factor Analysis
KMO	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
ANOVA	Analysis of Variance
SD	Standard Deviation
df	Degrees of Freedom

CHAPTER ONE

BACKGROUND AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Organisations are perpetually enhancing and evolving to keep pace with the ever-changing work environment, ensuring their competitiveness and relevance in shifting times. Yet, it is widely acknowledged that employees tend to approach organisational change with caution, as it entails transitioning from the familiar to the unfamiliar. Diverse employees react to change in separate ways, with some welcoming it while others opposing it. Due to this, the employee's perspective concerning organisational change play a vital role in determining the outcomes, whether they result in success or failure. For example, a few employees may easily accept change and perceive it as a chance for personal growth and advancement. They consider change as a possibility to enhance their performance, contribute to the accomplishments of the organisation, and advance their career prospects. And yet, these individuals are hardly ever portrayed as being open-minded, adaptable, and willing to acquire new skills. By contrast, others might show resistance to change because they are worried about the unfamiliar, have concerns about job security, or do not trust the organisation's leadership. Thus, the attitudes of individuals towards change occupy a fundamental position in the process of organisational change, and the scholarly exploration of appropriate methods to measure such attitudes continues to generate significant interest.

1.2 BACKGROUND TO THE STUDY

Tripsas and Gavetti (2017: 1147) contend that the implementation of organisational change is a formidable undertaking. Even when well-established organisations recognize the need to adapt to shifts in their external environment, they often encounter difficulties in responding effectively (Tripsas and Gavetti 2017: 1147). Conversely, Somerville, Cinite, and Largacha-Martínez (2021: 894) assert that organisational change is an essential component of contemporary organisations, and

for these organisations to prosper and achieve success, change is normal. According to Somerville et al. (2017: 894) multiple scholars consistently report that the failure rate for endeavours to effect organisational change surpasses 70% and exhibits no indications of improvement (Somerville, Cinite and Largacha-Martínez 2021: 894). Skogland and Hansen (2017: 1) affirm that within the realm of studies on managing organisational change, it has been repeatedly stated that roughly 70% of all initiatives for organisational change are unsuccessful. Despite criticism regarding the specific figures lack of validity and reliable empirical evidence, it is widely acknowledged that implementing organisational change in today's intricate organisations is a daunting task (Skogland and Hansen 2017: 1). Sinval, Miller and Marôco (2021: 1) emphasise the significant uncertainty linked to institutional changes, including those occurring within work organisations. It can be argued that uncertainty is the sole certainty in organisations, and that effectively handling the unforeseen, entails transforming uncertainty into a more structured course of action. Consequently, organisational change undertakes a central role in organisational behaviour, thereby influencing the lives of individuals within them (Sinval Miller and Marôco 2021: 1). Lewis (2019: 2) posits that change is a prominent characteristic in the realms of organisations, civic affairs, and personal life. Change can be an intended outcome, a resisted force, or an imposed circumstance. The pervasiveness of change in society is undeniable, spurring inquiries concerning the appropriate timing, manner, and direction of change (Lewis 2019: 2).

1.3 PROBLEM STATEMENT

Change is a phenomenon that has been observed in the realms of organisational life. In addition, observations suggest that the pace of change has experienced a significant surge in recent times (Adam and Hanafi 2022: 360). According to Hussain, Lei, Akram, Haider, Hussain and Ali (2018: 124), organisational change can be characterised as a form of chaos, with multiple variables undergoing alteration. The environment undergoes transformation and frequent changes occur, Finally, resistance to change emerges; all of which culminates in a confluence of the change process. This confluence not only poses challenges in terms of predictability but also renders control unattainable. The Department of Employment and Labour in KwaZulu-Natal has recently implemented various organisational changes, encompassing structural modifications, alterations in reporting lines, adjustments in administrative

procedures, modifications in the chain of command, shifts in job functions, and updates in information technology systems. Some of these changes can be attributed to the department's pursuit of organisational development and transformation, as it endeavours to professionalize itself and become the preferred employer within the public service sector. However, it is crucial for employees to approach change in a pragmatic manner and foster a psychological readiness for any eventualities that may accompany it. This is because employees tend to exhibit diverse reactions during periods of change. Such reactions are influenced by their perceptions of the particular change, which in turn, impact on the organisation. The role played by employees during the change process is crucial, and their reaction can be shaped by their perceptions towards the implementation of change. Hence, the objective of this study is to examine the attitudes and behaviours of employees towards organisational change (specifically affective, cognitive, and behavioural attitudes) within the Department of Employment and Labour in KwaZulu-Natal.

1.4 THE AIM OF THE STUDY

The aim of the study is to examine employees' attitudes and behaviour towards organisational change within the Department of Employment and Labour in KwaZulu-Natal, South Africa.

1.5 OBJECTIVES OF THE STUDY

- To assess employees' attitudes and behaviour towards organisational change;
- To examine the perspectives of Department of Employment and Labour KwaZulu-Natal employees regarding alterations in the organisation;
- To establish how organisational change can be properly managed at the Department of Employment and Labour in KwaZulu-Natal; and
- To identify the key factors that trigger employee resistance to organisational change.

1.6 RESEARCH QUESTIONS

- What is the impact of organisational change on the attitudes of employees working at the Department of Employment and Labour in KwaZulu-Natal?

- How do employees perceive organisational change at the Department of Employment and Labour in KwaZulu-Natal?
- What is the effect of organisational change on employees within the Department of Employment and Labour in KwaZulu-Natal, South Africa?
- What prompts employees to resist organisational change?

1.7 SIGNIFICANCE OF THE STUDY

This research holds significance in the realm of organisational change management, which encompasses the entire organisation and its necessary transformations. Employees have come to be regarded as the most crucial and advantageous resource within an organisation and are acknowledged for fulfilling a much broader role. This contrasts with previous eras, where employees were merely viewed as a component of production within the organisational equation. Consequently, this study aims to investigate the attitudes and behaviours of employees towards organisational change, with the intention of providing the organisation with a comprehensive understanding of how these factors affect the process of change. Furthermore, this study will contribute to the existing body of research by shedding light on the perceptions of employees within the Department of Employment and Labour in KwaZulu-Natal, South Africa, regarding organisational change.

1.8 SCOPE OF THE STUDY

The study was carried out in various Department of Employment and Labour branches located in KwaZulu-Natal, specifically in Durban, Newcastle, Kokstad, Dundee, Prospecton, Ulundi, Vryheid, Ladysmith, Estcourt, Port Shepstone, Richards Bay, Stanger, Pinetown, Richmond, Pietermaritzburg, Verulam, and the Provincial Office.

1.9 LITERATURE REVIEW

In this segment, a concise overview is provided on the essence of organisational change, the factors that propel it, the various forms it can take, the models that can be employed to effect change, the role of individuals in the change process, how they perceive it, their attitudes towards it, and how demographics can influence their stance on change.

1.9.1 NATURE OF ORGANISATIONAL CHANGE

According to Li, Sun, Tao and Lee (2020: 2), organisational change pertains to the process through which an organisation alters its existing structure, work routines, strategies or culture, which can have a significant impact on the organisation. This change can be either planned or unplanned, depending on the specific catalyst for change and the intended purpose of the change (Adam and Hanafi 2022: 361). Planned change occurs when an analysis of business operations reveals issues that necessitate immediate improvement. Systematic and controlled changes, such as product innovation and modifications to the business structure, enable organisations to proactively enhance their performance and effectiveness (Li *et al.* 2020: 2). On the other hand, unintended change is often forced by unforeseen external forces rather than being initiated by the organisation itself.

1.9.2 DRIVING FORCES OF CHANGE

The functioning of an organisation can be impacted by both internal and external factors, which are commonly referred to as driving forces (Vuksanović Herceg, Kuč, Mijušković and Herceg 2020: 5). Sugandi, Kurniawan and Asalla (2020: 3629) concur that various factors contribute to the necessity for organisational change, for example, technological advancements, economic conditions, market segmentation and global capital movement. According to Fernandez and Rainey (2017: 17), the successful implementation of organisational change within the public sector relies heavily on the support of political overseers and other external stakeholders. These entities possess the authority to enforce legal alterations, regulate resource allocation to public organisations, and influence the outcome of planned change by formulating a vision and appointing individuals who possess the requisite knowledge and skills for managing the transformation (Fernandez and Rainey, 2017: 17).

1.9.3 TYPES OF ORGANISATIONAL CHANGE

Hussain (2023: 10) argues that despite the prevailing belief in the adaptability of organisations in a dynamic world, companies today undergo a continuous process of evolution. To remain active and keep up with the introduction of innovative technologies or policies, competent changes are necessary. These changes support

the implementation of fundamental transformations and enable the organisation to maintain a state of perpetual growth. Arther (2023) supports this notion by stating that organisations could introduce new services or products, alter their manufacturing and advertising methods, embrace emerging technologies, expand into new regions, downsize their offices or infrastructures, hire new employees, acquire competing companies, and more. Consequently, organisations may experience changes in size, either growing, shrinking, or remaining the same (Arther 2023). Karaxha, Karaxha and Ramosad (2018: 27) emphasize that an organisation is a complex system that operates within a specific environment and relies on available resources. A successful organisation must meet the expectations of various stakeholders, including shareholders, employees, suppliers, consumers, and the surrounding society (Karaxha, Karaxha and Ramosad 2018: 27). Kumarasinghe and Dilan (2021: 49) further highlight the importance of identifying the types of change within an organisation. This is crucial as organisations need to consider these changes when undergoing reorganisation or introducing new products or services. Ouma (2017: 54) identifies several prevalent types of change encountered in organisations, namely incremental, transformational, remedial and developmental change.

1.9.4 MODELS OF ORGANISATIONAL CHANGE

Cameron and Green (2019: 98) suggest that understanding the underlying assumptions that shape individuals' attitudes and perceptions of organisations can provide valuable insights into alternative perspectives. This awareness can also help to identify the limitations of a narrow approach to organisational change. Similarly, Bekmukhambetova (2021: 100) emphasizes the importance of change management models in facilitating the transition from the current state to the desired state of an organisation. These models offer a practical guide for implementing change and developing a shared understanding of the change process. However, Kutuev (2020) cautions that the applicability of these models may vary depending on the internal and external factors that influence the organisation. Therefore, it is crucial to conduct an impact assessment of these factors to inform management's decision-making regarding the most suitable change management model for a particular business transformation project. This study examines four major models of change, including Kotter's (1996) Model of Change, Lewin's (1951) Three Step Change Model, Adkar's (1998) Change Model, and Satir's (1981) Change Model.

1.9.5 PEOPLE AND CHANGE

Li, Sun, Tao and Lee (2021: 2) assert that individuals possess an inclination to partake in a process of comprehending reality when confronted with alteration, ambiguity and perplexity. This process entails their endeavors to collect pertinent information for the purpose of interpreting the significance of the change, establishing a rational foundation for it, and determining the most suitable course of action in response to said change (Li *et al.* 2021: 2). The impact of change on organisations and individuals is underscored by Vakola and Petrou (2018: 2) who declared that although change can yield positive outcomes such as opportunities for growth, learning and development by challenging the prevailing state of affairs, it can also present notable challenges within the organisational context by influencing the cognitive processes, emotions and behaviour of individuals. Searle and Rice (2018: 10) have observed that the effect of change on individuals is variable, a phenomenon that can be attributed to their distinctive attributes and susceptibilities, as well as the specific circumstances and obstacles that exist within a team. To ensure the successful implementation of change, it is advisable to conduct evaluations of its impact in advance, with the intention of identifying the necessary supportive mechanisms that may be required throughout the entire organisation (Searle and Rice 2018: 10).

1.9.6 INDIVIDUAL PERCEPTIONS OF ORGANISATIONAL CHANGE

The response to organisational change by employees is a significant aspect explored in studies on change management, as highlighted by Wang and Kebede (2020: 274). It is crucial to understand that employees can hold either positive or negative perceptions towards change (Wang and Kebede 2020: 274). Karácsony, Metzker, Vasic and Koltai (2023: 97) have highlighted the potential of organisational change to bring about significant shifts in the attitudes and behaviour of individuals within an organisation. The authors add that individuals who have experienced previous changes are more likely to embrace and adjust to subsequent organisational changes and new systems, compared to those who encounter organisational change for the first time (Karácsony *et al.* 2023: 97). Adda, Natsir and Rossanty (2019) argue that organisational change is a favorable response to a constantly changing environment or urgent circumstances, as per dynamic perceptions. Mansaray (2019) observes that employees demonstrate diverse reactions to various changes, as the circumstances

surrounding organizational change are generally shaped by both the nature of the change itself and the manner in which it is executed. Huflejt-Łukasik, Edrzejczyk and Podlas (2022: 1) found that individuals who experienced a decline in their circumstances also suffered a decline in their overall functioning, while those who observed positive changes reported an improvement in their functioning. Moreover, those who reported positive changes demonstrated greater levels of personal development and psychological well-being compared to those who did not experience any changes (Huflejt-Łukasik, Edrzejczyk and Podlas 2022: 2).

1.9.7 ATTITUDES TOWARDS ORGANISATIONAL CHANGE

Arifin (2020: 188) asserts that employee perceptions concerning organizational change reflect a psychological predisposition shaped by their evaluative assessments of such transformations, encompassing both affirmative and adverse viewpoints. Employees who exhibit positive perceptions towards change reveal a propensity and openness to adopt new initiatives, while those with negative perceptions frequently manifest resistance and doubt. Individuals who sustain a favourable perspective on change are regarded as valuable assets to the organization, in contrast to those with negative perceptions who may hinder organizational advancement (Arifin 2020: 188). Adeniji, Iyiola, Agboola, Akinbode and Epetimehin (2016: 4570) state that recent literature indicates that some of these change programs succeed while others do not. This is mainly owing to employees' resistance towards organisational change, due to fear of losing their jobs, distress, and anger when change is not properly managed. The success of any organisation therefore lies in fostering an effective method in which employees can be prepared to accept change. The justification for this is that employees are viewed the central implementers of any change programs, bringing about further commitment of employees to the organisation (Adeniji *et al.* 2020: 4570).

According to Abbas (2016: 443), organisational studies indicate that although the process of change and the results of change have an impact on a person's behaviour, the process dimensions most probably also influence the person's behavioural reactions. In other words, although the results and processes have an impact on employees' feelings and thoughts on change, the process (and not the results) most probably influences employees' behaviour. Behavioural reactions are the results of employees cognitive and affective responses (Abbas 2016: 444). According to Li *et al.*

(2021: 1), a profound comprehension of the attitudes and behaviours of employees towards changes is crucial for the successful implementation of change.

1.9.8 DEMOGRAPHICS AND ATTITUDE TO CHANGE

Employees' responses to organisational change can vary based on their demographic characteristics. According to recent research conducted by Albrecht, Connaughton and Leiter (2022: 11), factors such as age, gender, educational background and past experiences can significantly impact employees' attitudes towards organisational change. For instance, younger employees tend to exhibit greater openness towards change compared to their older counterparts. Additionally, gender differences have also been observed, with female employees often displaying distinct reactions to change when compared to male employees (Abbas 2016: 445).

1.10. RATIONALE OF THE STUDY

The rationale of this investigation is to acquire a more profound comprehension of how personnel perceive and encounter the course of change within an organisation. To be more specific, the investigation endeavours to examine whether any indications exist which suggest that the modification course has had either unfavourable or favourable consequences. By concentrating on the attitudes and conduct of personnel within the Department of Employment and Labour in KwaZulu-Natal, South Africa, this exploration strives to illuminate their perspectives and responses to organisational modification.

1.11 RESEARCH METHOD AND DESIGN

This section pertains to the methodology employed in conducting the research, as well as the procedures followed for data collection and analysis.

1.11.1 Primary data

The process of collecting primary data involves the researcher's active participation in experiential investigations or field work. According to Streefkerk (2018), primary data refers to information that is gathered for the first time, through methods such as surveys. In the present study, primary data was obtained from employees of the

Department of Employment and Labour in KwaZulu Natal. The data was collected using a structured questionnaire that contained closed-ended questions.

1.11.2 Secondary Data

Sekaran (2016:75) defines secondary sources as those that lack a direct physical connection to the subject under investigation. Utilizing secondary data analysis proves advantageous as it eliminates the need for data collection, thereby saving time. In this study, secondary data was obtained from various sources such as articles, case studies, published texts, the internet and accredited journals. According to Ganesh and Aithal (2022: 3), the utilization of secondary data offers the benefit of leveraging existing groundwork, including literature reviews, case studies, published texts, the internet and accredited journals.

1.11.3 Research design

McCombes (2021) states that the research design is a framework for planning one's research and answering the research questions. It defines the criteria by which one will evaluate one's results and draw their own conclusions. The quantitative research approach was most suitable for this study as it involves the process of assigning numerical values to variables and analysing them within a specific context, as stated by Pesämaa, Zwikael, Hair Jr and Huemann (2021: 217). This approach is commonly used to test predetermined theoretical assumptions. However, it is important to note that not all quantitative studies follow a deductive approach. Some studies may adopt an inductive or exploratory approach such as cluster analysis or exploratory factor analysis (Pesämaa *et al.* 2021: 217).

1.11.4 Target population

'Population' refers to the whole assembly of people, events or items of attention that the researcher wishes to examine (McCombes 2021). The target population (N) of this study comprised a total number of 1300 Department of Employment and Labour employees working in different offices in KwaZulu-Natal. These employees occupy various positions within the department.

1.11.5 SAMPLING METHOD

Sampling is a research technique employed to select a smaller subset of items or individuals from a predetermined population for the purpose of observation or experimentation, as stated by Sharma (2017: 749). There are many sample options, but the two main categories of sampling design are probability sampling and non-probability sampling. Bhatt (2020: 5) discusses the concepts of probability sampling and non-probability sampling. In probability sampling, each sampling unit has an equal chance of being selected during each draw, resulting in a random sampling process. On the other hand, non-random sampling occurs when the selection process does not adhere to equal probabilities of selection for each sampling unit (Bhatt 2020: 5).

In this study, the researcher opted to utilize probability sampling ensuring that each member of the population had an equal or known probability of being chosen, as described by Stratton (2021: 373). Common probability sampling methods include random sampling techniques such as simple, systematic, stratified, and cluster randomization (Stratton 2021: 373). This methodology was suitable for the study as it provided the researcher with the highest likelihood of constructing a sample that accurately represented the population.

1.11.5.1 Sampling size

A sample is a subset of individuals that are carefully chosen from a larger population in order to collect data (Sekaran and Bougie 2016: 320). In the present study, the sample size (n) comprised 300 individuals out of a total population (N) of 1300. The selection of this sample size was guided by a scientific table for sample selection developed by Krejcie and Morgan (2016: 208). According to their guidelines, when the target population is 1300, the recommended sample size is determined systematically as 297.

1.11.5.2 Sampling procedure

The investigation utilized the method of simple random sampling, which is widely acknowledged in quantitative research, in order to ensure equal opportunities for selection amongst all individuals (Rahi 2017: 4). To construct the sample, an initial

inventory of sources was compiled from the Department of Labour KwaZulu-Natal staff establishment using the Persal system. Each individual listed in the inventory was assigned a distinct number ranging from 1 to 1300. To attain the desired sample size of n=297, the researcher indiscriminately selected every fourth worker, commencing with the first employee on the inventory. The questionnaires, amounting to a total of 350, were disseminated to various offices of the Department of Employment and Labour, KwaZulu-Natal, utilizing the exchange postmaster and personally delivered to nearby participants, while adhering to the protocols implemented because of COVID-19. Each questionnaire was accompanied by a cover letter and informed consent obtained from the research committee, which provided participants with pertinent information about the study and elucidated the purpose of the questionnaire.

1.12 MEASURING INSTRUMENT

The researcher employed a questionnaire as a tool for conducting the research. The questionnaire was formulated in English, a universally comprehensible language for all participants involved in this study. The researcher made the necessary adjustments to the wording of the questionnaires to align them with the objectives of this investigation. A five-point Likert scale was utilised to examine the subject's statements. According to Rahi (2021: 4), Likert-type scales are frequently employed in survey questionnaires to assess observations and attitudes. Existing literature indicates that a five-point scale is easily understandable for respondents and facilitates more effective expression of their viewpoints (Rahi 2021: 4).

The questionnaire was structured as follows:

- Section One: Assessed employees' backgrounds, encompassing their personal and professional details.
- Section Two: Scrutinized employees' affective attitudes towards organisational change.
- Section Three: Evaluated employees' cognitive attitudes towards organisational change.
- Section Four: Assessed employees' behavioural disposition towards organisational change.

1.13 PRE-TESTING

The primary objective of conducting a pilot study is to enhance the questionnaire's quality to enable respondents to answer the questions effortlessly (In 2017: 601). To achieve this, the researcher randomly selected 15 participants from different offices of the Department of Employment and Labour in KwaZulu-Natal to participate in the pilot study. The questionnaire was then distributed to the 15 respondents for completion. It is noteworthy that the 15 respondents, who constituted 5% of the sample size $n= 297$, were not part of the sample selected for the main study.

1.14 VALIDITY AND RELIABILITY

The measurement of reliability and validity in research is crucial for obtaining valuable outcomes. Researchers must have a comprehensive understanding of the correct methods used to assess the reliability and validity of scales in order to ensure the accuracy and usefulness of their research (Sürücü and Maslakçı 2020: 2694).

1.14.1 Validity

The concept of validity pertains to the reliability, accuracy and credibility of research, and it pertains to whether the research effectively communicates the intended message (Middleton 2023). According to Sileyew (2020: 9), researchers must ensure that their measuring instruments accurately capture the intended variables to obtain meaningful results. In survey design, external validity is a crucial consideration, as it determines the extent to which the findings can be generalized to a larger population. To assess the validity of the questionnaire items, a factor analysis was conducted.

1.14.2 Reliability

Sürücü and Maslakçı (2020: 2707) define reliability as the degree of consistency and stability of the measuring instrument utilized over time. In simpler terms, reliability pertains to the capability of measuring instruments to produce comparable results when employed at varying instances (Sürücü and Maslakçı 2020: 2707). To guarantee the dependability of the research, the questions in the survey were formulated in a clear manner, and the survey itself was subjected to pilot testing to ensure

consistency. Consequently, Cronbach's alpha was employed to evaluate the reliability of the variables in the study.

1.15 METHOD OF DATA COLLECTION

Ahmad (2019: 183) suggests that there are multiple approaches to collect data, such as face-to-face interactions, group discussions, telephone interviews and computer-assisted survey systems. For this specific study, the data was obtained through a structured questionnaire (Annexure B). Ahmad (2019: 183) also highlights the significance of designing a survey questionnaire in a way that enables the collection of extensive quantitative data, ensuring the availability of substantial and reliable information to address research inquiries.

For the purpose of this study, two distinct methods of data collection were utilized. The first method involved the use of a computer-assisted survey system where questionnaires were electronically sent via email to randomly selected respondents. The second method involved conducting face-to-face surveys, where questionnaires were distributed to randomly selected respondents who either lacked access to emails or were located in close proximity to the researcher. A total of 350 questionnaires were distributed, and ultimately, 300 fully completed questionnaires were received by the researcher.

1.16 ANALYSIS OF DATA

Statistical analysis, as defined by Sheard (2018: 430), involves the examination of a dataset or a sample of data. It can be broadly categorized into two main types: descriptive statistics and inferential statistics (Sheard 2018: 430). Descriptive statistics, as explained by Kaur, Stoltzfus and Yellapu (2018: 61), are used to describe the characteristics of measured data and identify any potential relationships between variables. These statistics provide information on the frequency of occurrences or probability density distributions, which can then be utilized for statistical significance tests and integrated as accumulative probability functions to evaluate the performance of different systems. On the other hand, inferential statistics were employed to draw conclusions from studies by testing relationships derived from descriptive statistics or theoretical models (hypotheses) to determine their generalizability at a specified confidence level (Kaur, Stoltzfus and Yellapu, 2018: 61).

In this study, quantitative data was analysed using the Statistical Package for the Social Sciences (SPSS) version 28, a computer software specifically designed for statistical analysis. Various statistical tests were employed to examine the data. Additionally, the findings were presented in the form of frequency tables, bar graphs, and other visual representations to facilitate comprehension and interpretation.

1.17 STRUCTURE OF THE STUDY

The present research is composed of five chapters, each of which is succinctly summarized. The first chapter serves as an introduction to the study, providing the background, problem statement, research objectives, and methodology. The second chapter is dedicated to the literature review, while the third chapter details the research methodology employed in the study. Chapter Four presents a comprehensive discussion on data analysis and interpretation of the results, and Chapter Five concludes the study by discussing the findings, conclusions and recommendations.

1.18 LIMITATION OF THE STUDY

- The research study focused solely on organisational change at a specific moment in time and did not encompass the various phases of implementing change. This limitation arises from the recognition that employees' attitudes and behaviour towards organisational change have the potential to evolve and fluctuate over time.
- The study employed a quantitative research approach by utilizing structured questionnaires. While this methodology offers valuable insights into attitudes and behaviours, it may not fully capture the intricacies and in-depth understanding that qualitative methods, such as interviews or focus groups, could provide.
- The findings and recommendations of this research are specific to the Department of Employment and Labour in KwaZulu-Natal, and their applicability to other organisations may be limited due to the unique characteristics of this department. Therefore, the findings cannot be generalized.
- It is important to acknowledge the potential for response bias, where participants may provide socially desirable responses, especially when their attitudes towards change is a sensitive topic. This has the potential to impact the accuracy and reliability of the collected data.

1.19 ETHICAL CONSIDERATIONS

The cover letter that accompanied the questionnaire (Annexure A) highlights a strong emphasis on safeguarding the respondents' well-being, whether it be protection from potential physical or psychological harm that may arise because of their participation in the study. Participants were granted the right to decline participation or withdraw from the study at any given stage. Furthermore, the preservation of confidentiality and anonymity was maintained by omitting the names of the respondents from the questionnaire. In addition, participants were duly informed that the data collected would exclusively serve statistical purposes and the reporting of findings.

1.20 CHAPTER SUMMARY

Organisations often engage in strategic change interventions to acclimatize to the continuously evolving operational milieu. Nevertheless, ascertaining whether employees will react favourably or unfavourably to such organisational transformations poses a considerable challenge (Lum 2021: 32). The main purpose of this research was to investigate the sentiments and behaviours displayed by employees in response to organisational change within the Department of Employment and Labour situated in KwaZulu-Natal, South Africa. Chapter Two will delve into the existing literature and explore the empirical studies that have been carried out concerning employees' attitudes and behaviours toward organizational change, incorporating both scholarly and practical viewpoints. This review of literature will establish a foundational framework for the study, allowing for a comparison and contrast of the results with previous research that has tackled similar themes.

CHAPTER TWO

A REVIEW OF EXISTING LITERATURE ON EMPLOYEE ATTITUDES AND BEHAVIOURS TOWARD ORGANISATIONAL CHANGE

2.1 INTRODUCTION

In an era characterised by rapid and ongoing change, organisations are compelled to adapt in order to survive. The global context presents frequent challenges for organisations, necessitating adjustments to workplace structure, technology, procedures, and personnel. To meet the demands of the global marketplace, these adjustments should be carefully planned, strategized, and implemented. Consequently, organisations and their members must accept that continuous change is a reality, and as a result, adopt integrated approaches to facilitate systematic and constructive change, minimize resistance, and overcome the consequences of these changes.

Research has shown that organisational change often leads to stress, depression, uncertainty, and insecurity, as it disrupts the stability of the workplace. As a result, most employees tend to react negatively to organisational change, while only a few readily support or accept it. The success of organisational change depends on the attitudes of employees towards change, their understanding of its role, and their involvement in the planning and implementation process. Therefore, organisational change necessitates an examination of the capabilities of managers, employees, and the work environment, as it significantly impacts on employee attitudes and behaviour. Moving from the familiar to the unknown can generate feelings of uncertainty, strain, and anxiety among employees.

This chapter presents a comprehensive examination of the attitudes and behaviour of employees towards organisational change. It begins with a concise introduction to the concept of organisational change, followed by an exploration of its conceptualization and the inherent nature of such change. Additionally, the driving forces behind organisational change are discussed, along with an analysis of the various types of change that can occur within an organisation. Furthermore, models of organisational

change are examined, shedding light on the frameworks and approaches that can be utilized to effectively manage and implement change. Lastly, the chapter delves into the relationship between demographics and individuals' attitudes towards change, providing valuable insights into the factors that influence employees' responses to organisational change.

2.2 CONCEPTUALISATION OF ORGANISATIONAL CHANGE

Organisational change encompasses the techniques employed by businesses or organisations to modify their operational practices, technological infrastructure, organisational structures, general structures, or strategies, along with the resultant impacts of such alterations (Kumarasinghe and Dilan 2021: 49). This phenomenon is often instigated or influenced by both external and internal factors (Kumarasinghe and Dilan 2021: 49). Aravopolou (2016: 19) opines that organisational change is a concept of great importance that has attracted researchers' interest for many years, and without doubt is crucial for enhancing and improving organisational effectiveness and/or ensuring organisational growth. Moreover, increased competition and the need for strategic flexibility and adaptability brought on by globalization are affecting almost every organisation today (Jalagat, 2016: 1233).

According to Nwanzu and Babalola (2019: 1) organisational change can take a variety of forms, such as planned or unplanned, structural, and Behavioural processes. Diedericks, Cilliers, and Bezuidenhout (2019: 2) state that in order to meet these changes and challenges, organisations must have proactive employees who are dedicated to high-quality performance, take initiative, and place a high priority on their own professional development. Additionally, the dynamic environment in which organisations operate necessitates flexibility and creativity in the development of new products (Diedericks, Cilliers, and Bezuidenhout 2019: 2).

According to Lenberg, Wallgren Tengberg and Feldt (2019: 2180), the acknowledgement of the importance of organisational change is widespread; however, a substantial number of these change endeavours fall short of achieving their intended goals. This is demonstrated by a survey conducted among more than 3 000 executives, which uncovered that approximately two-thirds of the participants recognized their companies' incapacity to attain any enhancement following the

implementation of organisational alterations (Lenberg, Wallgren Tengberg, and Feldt 2019: 2180). Castillo (2022: 253) further supports this notion by emphasizing that the execution of changes is a challenging endeavour, as literature suggests that these changes are effectively implemented only 30% of the time.

One of the primary difficulties in implementing these changes lies in how employees react when they perceive them as unfavourable and experience stress due to the new circumstances. This often leads to resistance and the adoption of coping strategies (Vakola and Petrou 2018 2). It is crucial for all employees to embrace and navigate change successfully and managing change entails considering its impact on individuals as well as effectively managing organisational change within the framework of employees' perspectives. Consequently, successfully managing change remains one of the most critical priorities for management (Anyieni, 2016: 3). Nwanzu and Babalola (2019: 1) argue that the literature places excessive emphasis on organisational change, but there is a consensus that change is inevitable for gaining a competitive advantage, ensuring survival and maintaining existence.

2.3 NATURE OF ORGANISATIONAL CHANGE

Organisational change refers to the process in which an organisation adjusts its structural components, whether minor or major, in order to address issues related to operational costs, productivity and service quality deficiencies. Additionally, these alterations serve the purpose of identifying new growth opportunities or achieving other organisational goals (Hubbart 2023: 6). In present times, organisations are inherently characterized by a perpetual state of flux, necessitating their operation within a multicultural environment where change is incessant, as stated by Aquino, Silva, Melo and Silva (2017: 1). These changes encompass a wide range of transformations, including shifts in demographics and the outsourcing of the workforce (Aquino, Silva, Melo and Silva, 2017: 1).

Although change can be planned for or anticipated, it can also be uncertain and unforeseen. Ironically, there are occasions when planned change must be undertaken amidst unplanned change (Joubert and Seymour 2019: 373). According to Igudia (2021: 211), the effective implementation of organisational changes requires specific adaptations to the composition and structure of organisational resources, which

include economic, human, technological, information, and administrative resources. To achieve this, organisations must develop a comprehensive strategic plan that addresses potential conflicts of roles and mitigates employee resistance towards change. Generally, organisational changes arise from a deliberate decision-making process aimed at attaining a competitive advantage within the industry (Igudia, 2021: 211).

Winkler-Titus (2017: 173) suggests that change is a complex phenomenon that demands a deep understanding of its nature and emergence. Andreeva and Ritala (2016: 238) highlight a range of concerns that scholars and practitioners must address due to the profound and ongoing changes in the business realm. Over the past few decades, the evolution of strategic theory has concentrated on identifying sources of sustainable competitive advantage rooted in the distinctive organizational capabilities of firms, which enable them to secure Schumpeterian rents even in comparable contexts. Consequently, it is crucial for an organisation to maintain and enhance its competitive edge in the face of continuous changes in the environment (Andreeva and Ritala 2016: 238). Kamarasinghe *et al.* (2021: 50) hypothesize that organisations should rapidly adjust to modifications to avoid being at a competitive disadvantage and guarantee their survival in the industry.

The key goal of change management is to achieve long-term sustainability for organisations. According to Alsharari (2019: 1125), organisational change is not a static event but rather a dynamic process that perpetually evolves and fluctuates. These adjustments are influenced by various internal and external factors that impact the modifications occurring within organisations (Alsharari 2019: 1125). Regardless of the origin of the need for change, management is faced with the task of determining the appropriate response, as stated by Aninkan (2018: 109).

Scholars advocate for a perspective that emphasizes a comprehensive understanding of change, rather than solely focusing on perceived outcomes such as the success or failure of change (Winkler-Titus 2017: 169). This comprehensive understanding requires a deeper comprehension of the process-oriented aspects that underlie the emergence of change and the underlying reasons. However, it is important to acknowledge the mediating role of individuals in change outcomes and recognize that

change can never be devoid of values. Transformational change denotes a noteworthy and fundamental alteration in the operational and organisational facets of an entity (Winkler-Titus 2017: 169).

According to Comănescu (2020: 292), transformational change encompasses the introduction of a new and unfamiliar state, which arises because of a series of transitional changes. This type of change process entails both developmental and transitional changes (Comănescu 2020: 292). Aninkan (2018: 109) contends that irrespective of the origin, when the necessity for change becomes evident, management is confronted with the task of determining how to react. Winkler-Titus (2017: 169) states that scholars recommend that rather than focusing on perceived outcomes such as the success or failure of change, a richer understanding of change requires a deeper process-oriented understanding of how and why change emerges. However, a deeper understanding must also include an understanding that people mediate change outcomes, and that change can never be value-free.

2.4 DRIVING FORCES OF CHANGE

The enactment and acknowledgement of requisite modifications to attain organisational objectives are facilitated by the introduction of alterations. In accordance with Igudia (2021: 212), the influence of certain change forces may yield either favourable or unfavourable consequences, contingent upon the distinctive characteristics of the organisation. Alteration typically arises in response to explicit challenges or opportunities encountered by the organisation due to internal or external stimuli (Sundaram, Ziade and Quinn 2020: 23).

The configuration and constituents of the organisation possess an impact on the day-to-day performance, strategic decision-making, and future action plans of the organisation in order to effectively confront fierce competition. The internal and external contexts of the organisation play a substantial role in determining the organisation's preparedness for change and its level of attentiveness (Sundaram, Ziade and Quinn 2020: 23). As stated by Aronsson, Huusko and Wansulin (2021: 9), prior investigations have demonstrated that depending on the nature of the changes occurring, they can yield vastly disparate outcomes, and a prospective alteration itself has the potential to result in devastating consequences. Sroufe (2017: 317) asserts

that the mission statement, organisational culture and leadership style of an organisation are internal factors that shape the internal milieu and subsequently impact organisational endeavours, choices, as well as employee conduct and dispositions. Modifications in leadership style, mission or culture can have substantial ramifications for the organisation (Sroufe 2017: 317).

In accordance with Lukas (2016: 322), external change drivers are external elements that originate beyond the confines of the organisation and exert influence on change within it. These factors, including customers, competition, the economy, technology, political and social factors, are beyond the organisation's command (Sroufe 2017: 317). Solanky, Okeke and Aduba (2019: 103) contend that alterations in political and legal factors, the economy, socio-cultural factors, technological space and the market's competitive environment have the potential to present both opportunities and threats to managers. These dynamic forces possess the potential to instigate changes within enterprises, necessitating organisational development to respond to these changes effectively and proactively. This may be achieved through initiatives pertaining to learning and development, as well as adaptation to the opportunities and threats posed by the external business environment (Solanky, Okeke and Aduba 2019: 103). Likewise, Sugandi, Kurniawan and Asalla (2020: 3630) have identified technology, economic conditions, global competition, social and demographic changes, as well as political and legal changes, as the primary external factors that propel change.

- **Technology:** Investment in technology is perceived as a driver of production at a level of the organisation, and it pushes output and change by substituting labour but at the same it generates new and diverse occupations calling for new skills, which in turn has effects for educational organisations who can offer training for such occupations (Senior and Swales 2016: 19). According to Rizescu and Tileaga (2016: 139), the incorporation of computers and industrial robots into technological systems has made it easier to solve complex production and management problems, resulting in lower costs and improved quality. As a result, organisations can enhance their productivity in their respective markets by adopting new technological advancements.
- **Economic Conditions:** Government economic policies and employment rates can create anxiety, particularly as organisations chase money or profit – or the

provision of services and products to markets for the purpose of meeting organisational budget needs (OECD 2023). According to Aravopoulou (2016: 23), economic conditions cover a range of topics related to governmental economic policies. The economic environment is greatly influenced by these policies, which include corporate taxation, exchange rates, employment rates, competition laws, and privatisation programmes. As a result, variations in business cycles, both domestically and globally, may put pressure on companies to modify and adjust in order to successfully handle these financial circumstances. Organisations may need to modify their operations and strategies in response to shifting economic conditions. For example, to comply with changing government rules, they might have to re-evaluate their corporation tax practices. In a similar vein, organisations may need to review their currency management plans in response to swings in exchange rates. Additionally, shifts in employment rates could necessitate that organisations modify their workforce planning and recruitment practices. Lastly, shifts in competition dynamics resulting from privatisation initiatives may prompt organisations to re-evaluate their competitive strategies (Aravopoulou 2016: 23).

- **Global Competition:** Globalization is becoming increasingly important in driving organisational transformation and has a significant impact on the modern business environment. It involves expanding commercial activities beyond national borders, promoting collaboration with international partners, and adapting to diverse cultural settings. Atiq-Ur-Rehman's (2017: 56) research highlights globalization as a crucial driver of organisational change in today's corporate world. Therefore, the rapid pace of technological advancements brought about by globalization has resulted in increased competition among organisations. The widespread availability of communication systems has enabled individuals to connect globally. Additionally, the maturation and integration of markets have led to a rise in imports and exports, with more countries being incorporated into the commercial system (Adam and Hanafi, 2022: 361).
- **Social and demographic changes:** With the extent of education, knowledge explosion and governmental initiatives, social alterations are rapidly taking place and thus the effort for social impartiality, equal opportunities for women and equal pay for equal work has resulted in new challenges for management as they must follow social standards in modelling its employment, marketing and other policies

(Nyakora 2018: 27). The changing profile of the work force in terms of age, gender, literacy, technical inputs, and social background has implications on organisational change (Mahapatro, 2022:40).

- **Political and Legal Changes:** Aravopoulou (2016:23) asserts that political forces exert a direct influence on businesses and are closely intertwined with shifts in the economic landscape. Notably, governmental policies pertaining to taxation and legislation relating to employee rights serve as pivotal political catalysts for change. Political and legal dimensions broadly delineate the actions that an organisation could undertake and the procedures that it should adhere to in order to accomplish those actions. Consequently, any alterations in political and legal dimensions have the potential to disrupt the functioning of the organisation (Hunjet, Lusavec and Kozina, 2019: 328).

In accordance with the findings of Sugandi *et al.* (2020: 3630), it is contended that organisational changes can mostly be effectively managed. However, the situation might differ when contrasted with those instigated by uncertain economic circumstances such as global financial and economic crises, government policies, scarcity of natural resources, and other related factors. Drawing from the literature, one can assume that the main pressures of change stem from external forces and therefore organisations should be prepared to brave the demands of a changing environment (Sugandi *et al.* 2020: 3630).

2.5 TYPES OF ORGANISATIONAL CHANGE

According to Shah, Irani and Sharif (2017: 6), organisations must take corrective action by modifying their structures, policies, strategies, cultures or approaches in response to both expected and unexpected forces. The authors further argue that change is a prevalent aspect of organisational life, which can be planned or unplanned and involves a shift or movement from one point to another. Effective organisations are those that meet the expectations of various stakeholders, including shareholders, employees, suppliers, consumers and the surrounding society (Karaxha, Karaxha and Ramosad 2018: 27). Therefore, successful change requires the dedication and commitment of these actors to ensure the long-term survival of the organisation and the social network in which it operates. In response to challenges such as new technologies, competitors, new markets, and increased performance requirements,

organisations commonly implement various programs designed to overcome obstacles and enhance organisational performance (Karaxha, Karaxha and Ramosad 2018: 31). The key to successful change lies in developing a change strategy that aligns with the type and extent of the changes being implemented (Ebongkeng 2018: 3).

Aquino, Silva, Melo and Silva (2017: 2) suggest that organisational changes can be perceived as either simple modifications or disruptions to the structure, the latter of which result in significant revolutions within the organisation's systems. Generally, organisational changes can be categorized as either one-time events or ongoing incidents, planned or spontaneous, and affecting organisations to varying degrees (Aquino, Silva, Melo and Silva 2017: 2). Kumarasinghe and Dilan (2021: 49) stipulate that different types of organisational change exist, and the specific type of change defines the strategies required for successful change implementation. According to Aronsson, Huusko and Wansulin (2021: 9), prior research has demonstrated that the consequences of changes can vary significantly depending on the nature of the changes. Furthermore, it is noteworthy that a potential change itself can have detrimental impacts on project outcomes and performance. The specific influence of a potential change on an organisation is contingent upon the competences and resources that are leveraged, as well as the manner in which they are employed (Aronsson, Huusko and Wansulin 2021: 9).

According to Abbas (2022), the subsequent categories of organisational change are among the most prevalent:

- Strategic change refers to the significant modifications made to a company's goals, mission and vision. This type of change is typically prompted by various circumstances, such as mergers and acquisitions, job redundancy, market shifts and adjustments to processes or policies (Rengkung 2022: 43).
- Structural change involves altering a company's organisational structure, including its hierarchy, departments, or reporting lines. This form of change frequently intersects with alterations that directly impact on employees, exerting a significant influence on the majority, if not all, individuals within the organisational structure (Ebongkeng 2018: 7).

- Technological or process-oriented change entails the implementation of new technology or processes with the aim of improving efficiency, productivity, or quality. This type of change may also involve the adoption of new software, hardware or tools (Balamurugan and Dhivya 2020: 35).
- People-oriented change focuses on modifying the organisational culture, employee behaviour or management style. This form of transformation may necessitate modifications to an organisation's core principles, cultural standards or methods of communication (Abbas 2022).
- Transformational change denotes a notable and essential alteration in the functional and structural facets of an entity. In accordance with Comănescu (2020: 292), transformational change encompasses the introduction of an innovative and unfamiliar condition, arising from a series of transitional changes. This form of change process involves both progressive and provisional alterations (Comănescu 2020: 292). As stated by Aninkan (2018: 111), transformational change is distinguished by a conscious decision to modify the present circumstances and incorporate inventive approaches. It necessitates the implementation of a predetermined condition, which may entail the reorganisation or dismantling of existing operational methodologies (Aninkan 2018: 111). Generally, this type of change unfolds gradually over a specified time-frame and requires the collective patience and collaboration of all members within the organisation.
- Incremental change is a strategy that involves making small and gradual adjustments to a company's processes, systems or culture. This method is frequently employed to improve efficiency, productivity or quality within the organisation (Kim and Choi 2020: 3). Consistent with this perspective, Kumarasinghe and Dilan (2021:51) argue that incremental change entails implementing smaller-scale modifications over a period of time. A prime illustration of this is the continuous improvement approach, which prioritizes quality management processes (Kumarasinghe and Dilan 2021:51).
- Developmental change refers to the process of implementing adjustments to a company's offerings, such as products, services or technology, with the aim of aligning them with prevailing market trends or fulfilling customer demands. This type of change encompasses various initiatives, including product innovation, service enhancement and technological advancements (Kim and Choi 2020: 3).

- Remedial change pertains to modifications implemented to address issues or resolve problems within an organisation. Such changes may involve addressing concerns related to staff performance, broken processes or customer complaints (Jalagat 2015:1236). In agreement with this perspective, Kumarasinghe and Dilan (2021:51) posit that remedial change refers to an immediate and necessary alteration that effectively addresses and resolves an existing problem. In the context of remedial projects, the urgency of the situation is readily apparent, rendering remedial change a suitable metric for assessing the success of such endeavours. For instance, enhancing the poor performance of a service within an organisation or resolving cases of burnout in the workplace exemplify instances of remedial change (Kumarasinghe and Dilan 2021:51).
- Cultural change pertains to the alteration of a company's culture, values, or norms. This process encompasses modifications to the organisation's communication style, leadership approach and employee conduct (Rodat 2018: 28).
- Operational change refers to the deliberate alteration of a company's routine operations, encompassing various aspects such as processes, systems, and procedures. Adjustments made to the company's supply chain, logistics or production procedures can be categorized as examples of operational change (Abbas 2022).
- Adaptive change refers to the process of making necessary adjustments in response to external factors, such as shifts in the market, evolving customer demands or regulatory mandates. This type of change entails making modifications to the organisation's products, services or operational procedures (Kharitonovich 2022: 290).
- Reactive change refers to the act of making necessary adaptations in response to an unforeseen event or crisis, such as a natural calamity, cyber assault or economic recession. This type of change entails making alterations to the company's operations, processes or overall strategy (Jalagat, 2015: 1236).

2.6 MODELS OF ORGANISATIONAL CHANGE

Change is a shared thread that runs through all organisations or businesses irrespective of size, age or industry. The world is changing fast and, as such, organisations must change rapidly too. Errida and Lotfi (2021: 2) state that a change

management model serves as a helpful tool that can assist or guide change initiatives by outlining the specific procedures and stages to be followed, explaining the various factors that influence change, or identifying the strategies used to achieve success in the management process (Errida and Lotfi 2021: 2). There are numerous models for executing organisational change and this study looks at four of the major models of change, namely Kotter's Model of Change (1996), Lewin's (1951) Three Step Change Model, Adkar's (1998) Change Model and Satir's (1981) Change Model as cited by Laig, Ferdinand and Abocejo (2021: 36), Jagalat (2016: 1236), Goyal and Patwardhan (2018: 298) and Young, Mcinnes, Schneider, Renouf, Riches, Major, Ramachandran, Mueller, Harvey, Foster, Jones, Houlihan, Lee, Foster, Morris and Kumnick (2015: 59).

2.6.1 Kotter's 1996 Eight-step model of change

The importance of change is widely recognized by organisations, yet the implementation of such change is often met with significant challenges. Consequently, the successful execution of organisational change necessitates the integration of leadership and organisational processes (Alam, 2019:3). Kotter's (1996) Theory of Organizational Change is widely regarded as one of the most influential models in change management, primarily due to its effectiveness in creating a sense of urgency and articulating the necessity for change (Altadonna 2020). Figure 2.1 below presents the seminal work of Kotter (1996), wherein he conducted a comprehensive study that shed light on eight crucial lessons (Hackman 2017: 1). These lessons were subsequently translated into a practical and applicable eight-step model.

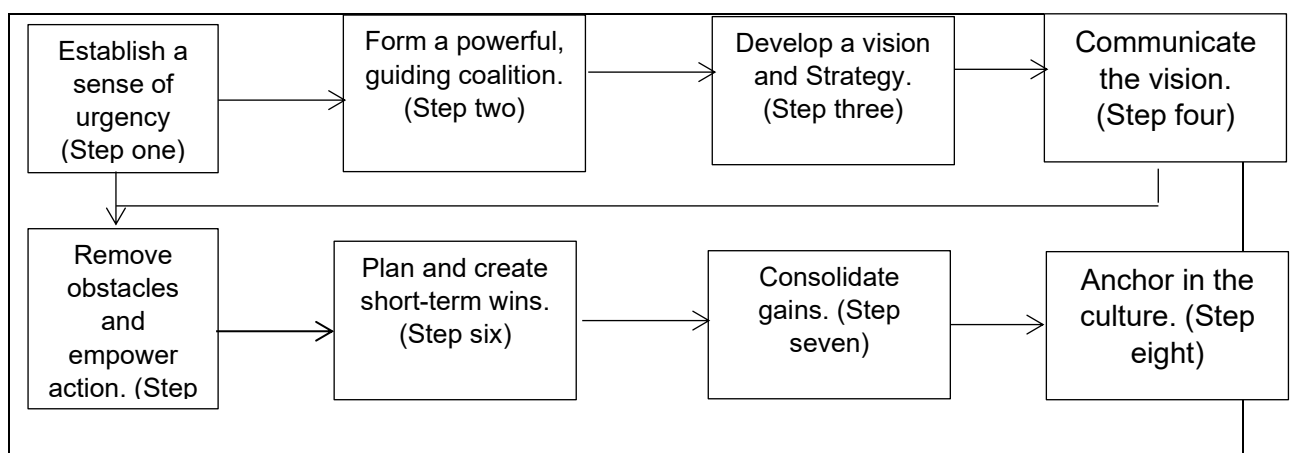


Figure 2. 1: Kotter's (1996) Eight-Step Model to change
 Source: Laig, Ferdinand and Abocejo (2021: 36). Adapted.

The eight steps cover the whole process of change, from the groundwork (establishing urgency, forming a coalition, creating and communicating a vision) to the application (empowering people to act on the vision, plan and create short-term wins, consolidate improvements) and lastly to institutionalizing the new approach (Buzan and Whitehead 2021:11). Kotter's (1996) eight steps are discussed as follows:

- Step One involves the establishment of a sense of urgency, which is often overlooked by organisations when attempting to initiate change. This failure can be attributed to the emergent nature of change, as well as management's failure to recognize the importance of instilling a deep-rooted motivation within all stakeholders of the organisation to actively embrace and succeed in the change process (Laig, Ferdinand and Abocejo, 2021: 36).
- Step Two of the change process involves the formation of a strong guiding coalition, as emphasized by Kotter (1996) in Jagalat (2016; 1236). This entails the establishment of a group of individuals who are committed to the change and entrusted with spearheading the change initiative. The successful implementation of change necessitates the active involvement of dedicated individuals who can serve as role models (Nelson, 2017:14).
- Step Three involves the development of a vision and strategy, which serves to clarify the primary course of the change process. According to Kotter (1996), a genuine vision possesses several key attributes, namely, it must be conceivable, desirable, feasible, focused, flexible, and infectious. Such a vision plays a pivotal role in inspiring individuals to align their efforts towards the intended course of action (Errida and Lotfi, 2021: 2).
- Step Four of the change process involves communicating the vision to all employees within the organisation. To achieve this, it is imperative to explore and utilize various means and methods of communication to their fullest potential. By doing so, employees can fully comprehend the direction in which the organisation is heading and the expected outcomes (Mansaray 2019: 26). According to Galli (2018: 127), it is crucial to make use of all available channels to effectively communicate the vision and strategies. This can be achieved by showcasing examples of new behaviours through the guiding coalition, as suggested by Mansaray (2019: 26). By demonstrating the desired behaviours and actions

through influential individuals within the organisation, employees are more likely to understand and adopt the change.

- Step Five of the change process involves the removal of obstacles and the empowerment of actions. Galli (2018: 127) posits that empowering employees involves enabling them to explore innovative ideas and methodologies. Merely facilitating communication is inadequate; employees require assistance in overcoming barriers to achieving the organizational vision (Galli 2018: 127).
- Step Six involves the strategic planning and implementation of short-term wins, which play a crucial role in motivating employees and signalling positive outcomes in the ongoing change process. These short-term wins serve as catalysts for encouraging stakeholders to persist in their change initiatives and maintain their commitment towards future goals. However, it is important to note that short-term wins may occasionally create a sense of conflict amongst employees regarding the overall success of the change process. Therefore, it is imperative to effectively communicate that the current achievements are merely immediate and short-term victories, rather than indicative of the successful transformation of the organisational culture itself (Laig, Ferdinand and Abocejo, 2021: 36).
- Step Seven involves the consolidation of gains. According to Kotter's (1996) perspective, organisations should not celebrate short-term successes prematurely as it may impede the ongoing momentum. Instead, they should consolidate their gains and continue to learn and implement new practices to become a self-sustaining organisation. Errida and Lofti. (2021:3) further emphasize that organisations that cease to learn after implementing changes cannot achieve long-term sustainability. Therefore, it is imperative for organisations to maintain a continuous learning process to ensure their long-term success. By doing so, organisations can adapt to changing environments, identify new opportunities, and improve their performance.
- Step Eight of the model involves the process of "establishing new approaches as part of the organisation's structure". Although the model progresses in a specific order, with each step relying on the completion of the previous one, the final step holds even more significance as it aims to validate the efforts made to bring about change. This step emphasizes the importance of successfully integrating all the new behaviours, attitudes, and ideas introduced within the organisation and turning

them into tangible changes (Nelson 2017: 23-24). Kotter's model for change, comprising eight steps, emphasises the attainment of employee buy-in as a crucial determinant of success. The model provides a lucid framework that offers guidance for the change process (Altadonna 2020).

2.6.2 Kurt Lewin's (1951) Change Model

According to Kurt Lewin's (1951) Change Model, there are three basic levels in the process of well organised change implementation, which are unfreeze, moving and refreeze. Kurt Lewin's (1951) model as explained by Cameron and Green (2019: 111) indicates that at the first stage of the change process, the unfreeze stage, occurs when the current level of practices or customs are unsettled, and to attain this, Lewin (1951) contended that it is essential to break open the shell of complacency self-righteousness. Thus, to change attitudes and behaviour, the individual needs to be motivated up emotionally and experience a process of cleansing (Burnes and Bargal 2017: 8). The term 'unfreeze' refers to the process of 'melting' the behaviours, beliefs or established status quo in certain organisations or individuals, thus decreasing any obstructive factors towards the change process (Errida and Lotfi, 2021: 2). Hussain, Lei, Akram, Haider, Hussain and Ali (2018: 124) posited that Lewin's study suggests that successful organisational change can be planned, necessitating the unfreezing of the system. Existing literature indicates that various factors may prompt organisational change, leading to a deviation from the current status quo towards a new direction. This phase is likely to accelerate group behaviours towards change or intensify the leader's pressure for change at a higher level. Lewin (1951) cited by-Husain (*et al.* 2018: 124) contends that the forces that maintain the status quo will generate less resistance and tension than those that advocate for change, making this approach a more effective strategy for change. Alshuwairekh (2016: 43) states that unfreezing involves modifying employee attitudes, behaviours, and the work environment. This can be achieved by reducing restraining forces and enhancing driving forces, resulting in a new equilibrium or the desired outcome. The unfreezing phase necessitates the encouragement of individuals to relinquish their previous attitudes and behaviours by persuading them that change is imperative (Alshuwairekh 2016: 43).

According to Al-Maamari, Kassim, Raju, Tahitat, Ameen and Abdularab (2018), Lewin's (1951) second step in the change process is movement, which involves

transitioning to the desired attitude and behaviour. As previous behaviours have been unlearned and discarded, individuals are prepared for new behaviours and change. This step is the learning phase, where fresh information, values, and models are provided to function efficiently in such a situation. During this phase, individuals are still acquainting themselves with the new changes and require time to adjust (Hee, Cheng, Ping, Kowang and Fei, 2019: 477). Furthermore, the new ideas, attitudes, and behaviours may be tested and improved during the learning of new behaviours. This is crucial for the additional two stages to take place and for people to make effective change (Al-Maamari *et al.* 2018). Therefore, the type of communication employed by change agents with organisational members in this phase becomes significantly more important than in any other stage. According to Hee *et al.* (2019: 477), the most desirable form of communication should be supportive and focus on maintaining the trust established in the previous phase. To achieve this, the organisation must promptly communicate a clear vision of the desired changes and the associated benefits it will yield in the short and long term. This enables individuals to retain their self-confidence and remain focused on the direction in which they are progressing.

According to Mukhtar and Fook (2020: 37), refreezing is identified as the last stage in the process of behaviour change. In this stage, the recently adopted attitudes, values, and behaviours are strengthened to ensure the reinforcement and long-term sustainability of the newly implemented operational methods. The study conducted by Mtongana and Musundire (2020: 1025) revealed that the unfreezing process entails the acceptance of forthcoming changes in an organisational culture by all its members. Subsequently, during the change implementation phase, all members of the organisation are required to fulfil their duties and obligations while demonstrating ambition towards the change process. Finally, the refreezing process involves the integration of attitudes and behaviours towards the new culture. It is crucial for management to play a significant role in providing support for every transformation process, thereby enhancing the likelihood of success in establishing a new organisational culture (Mtungana and Musundire, 2020: 1025). Figure 2.2 illustrates the various stages encompassed within Kurt Lewin's (1951) Change Model, cited in Jagalat (2016: 1236).

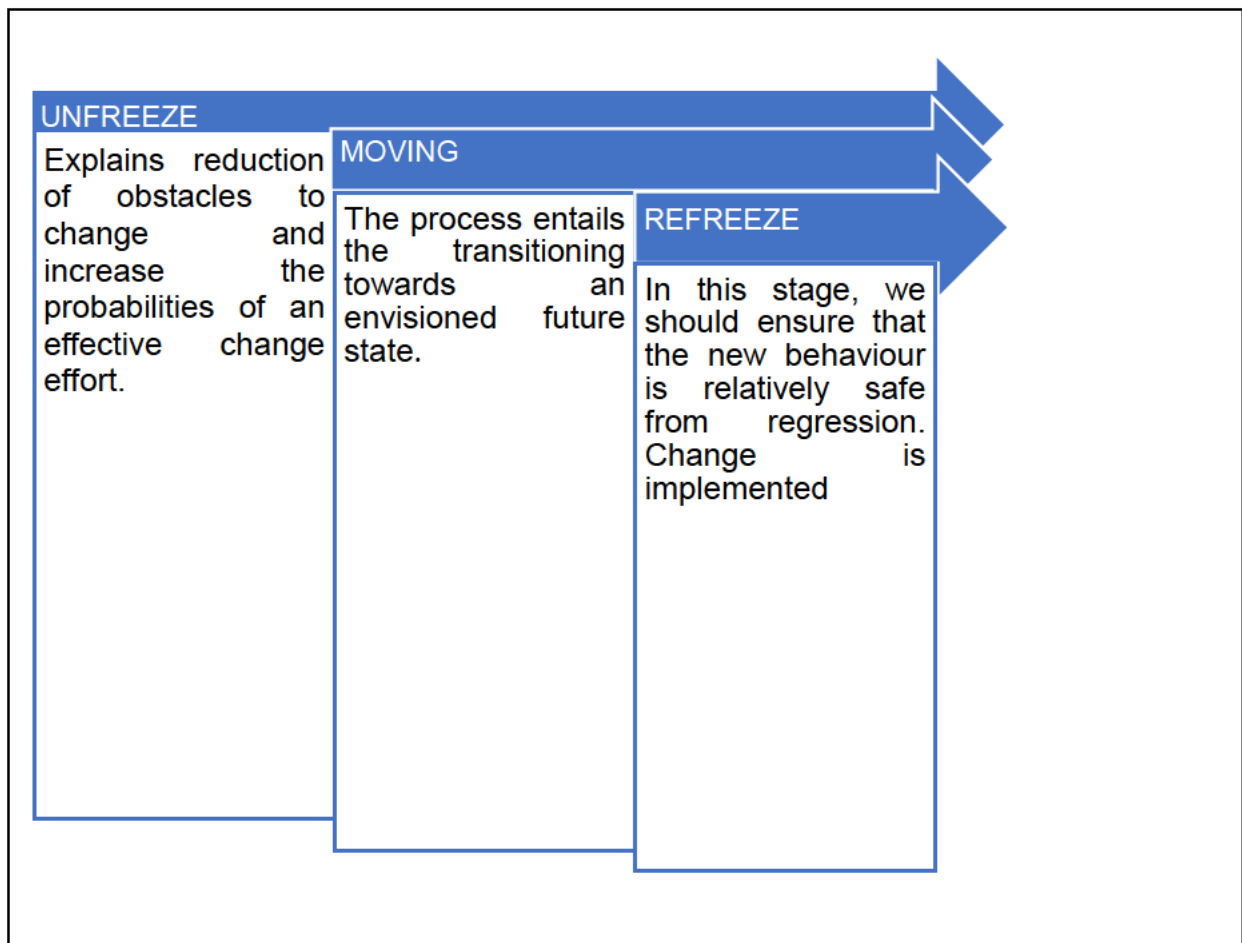


Figure 2.2: Kurt Lewin (1951) Change Model
Source: Jagalat (2016:1236). Adapted.

2.6.3 ADKAR (1998) model

According to Angtyan (2019: 179), the ADKAR (1998) model of change is a practical answer to effective change management for individuals and organisations. Prosci (2024) states that the model is based on the understanding that organisational change can only happen when individuals change.

According to Goyal and Patwardhan (2018:298), research has demonstrated that the success of organisational change is contingent upon the successful implementation of that change by individuals. This is crucial because each person responds to change in a unique manner. Consequently, to facilitate change within an organisation, it is imperative to cultivate awareness, desire, knowledge, ability, and reinforcement among all employees (Goyal and Patwardhan, 2018: 298). The effective management of the human element of change necessitates addressing five key objectives that serve

as the foundation of the ADKAR (1998) model. Table 2.1 illustrates the components of the ADKAR (1998) model.

Table 2.1: ADKAR (1998) Model

A AWARENESS	D DESIRE	K KNOWLEDGE	A ABILITY	R RE- ENFORCEMENT
Awareness of the need to change	Desire to support and participate in the change process.	knowledge of how to change (and what the change looks like	Ability to integrate the change into the daily routine	Reinforcement to keep the change in place

Source: Goyal and Patwardhan (2018: 298). Adapted.

The five fundamental components of the ADKAR (1998) model each symbolize a crucial element within the process of change. The subsequent section delineates the building blocks of the ADKAR (1998) model (Goyal and Patwardhan 2018: 298).

- Prosci (2024) states that *awareness* of the inevitability of change frequently compels individuals to venture beyond their familiar territories. Consequently, it becomes crucial for employees to possess a deep understanding of the forthcoming changes. Moreover, empirical evidence suggests that employees who possess limited knowledge about an impending change are more prone to display resistance towards it (Prosci, 2024). According to Goyal and Patwardhan (2018: 310), the promotion of awareness amongst employees plays a crucial role in fostering a desire for change. It is posited that individuals are unlikely to be motivated to exert significant effort if they perceive the potential rewards to be of low profitability. Furthermore, the establishment of effective commitment is contingent upon the perception of individual influence, which in turn is indirectly linked to perceptions of the team's influence (Goyal and Patwardhan 2018: 311).
- Ariestyadi, Ramadian and Taufik (2021: 8) emphasize the importance of fostering a sense of *desire* amongst individuals to engage in and endorse the process of transformation. When workers comprehend the significance of change and have confidence in its possible advantages, they are inclined to accept and execute it with zeal (Ariestyadi *et al.* 2021: 8).

- *Knowledge* is a crucial element within the ADKAR (1998) model, serving as a vital means to facilitate the execution of change. According to Nagana (2019: 179), this component involves the dissemination of information related to the change, which can be achieved through traditional training and educational methods. Moreover, knowledge transfer can be facilitated through forums and coaching, while mentoring also proves to be a valuable tool, extending beyond formal training (Angtyan 2019: 179).
- According to the investigation carried out by Balluck, Asturi and Brockman (2020: 545), providing individuals with chances to put their recently obtained *abilities* into practice and offering extra assistance during the early stages of unfamiliar procedures is of utmost significance. This could entail the implementation of coaching or mentoring initiatives. As individuals enhance their competence in their respective proficiencies, they may encounter unforeseen obstacles that were not previously acknowledged (Balluck, Asturi and Brockman, 2020: 545).
- According to Angtyan (2019: 181), the act of reinforcement in change management is of utmost importance as it emphasizes the significance of sustaining the change. To avoid individuals going back to previous practices and ensure the maintenance of the changes, a range of methods like positive feedback, rewards, recognition, performance measurement, and corrective actions can be put into practice. This particular phase of change management often poses challenges as organisations are already progressing towards the next change (Angtyan 2019: 181). Therefore, in order to attain successful change, reinforcement becomes an essential component in ensuring the longevity of the changes and the ability to assess new outcomes.

Goyal and Patwardhan (2018: 298) assert that the ADKAR model, developed in 1998, serves as an effective instrument for facilitating change by establishing distinct milestones that need to be achieved throughout the process, ultimately resulting in enduring outcomes. It is important to recognize that individuals may achieve different objectives at different times, but it is essential for everyone involved in the change effort to ultimately accomplish each goal.

2.6.4 Satir's (1981) Change Model

Sormunen (2021: 11) indicates that Virginia Satir (1981) developed the Satir Model of Change, which has proven valuable in understanding the reasons for resistance to change and implementing effective strategies to address them. Originally designed for family therapy, Satir's (1981) change model is also successfully used to understand organisational change processes, particularly in cases where transformation management is required (Sormunen 2021: 11). Firican (2021: 461) analyses Satir's Change Management Model, developed in 1981, which has its origins in psychology. Firican cites Satir's thesis that communication, self-esteem and centeredness influence how a person responds to change. Satir's (1981) model highlights the importance of acknowledging and addressing the hidden dynamics and processes within an organisation that hinder change. Satir argued that the visible aspects of an organisation often do not fully capture the complex interpersonal interactions and psychological dynamics that influence the change process. According to Satir (1981), achieving successful organisational change requires making the unseen elements visible (Firican 2021: 461). Figure 2.3 presents the main stages of Satir's (1981) Model of Change.

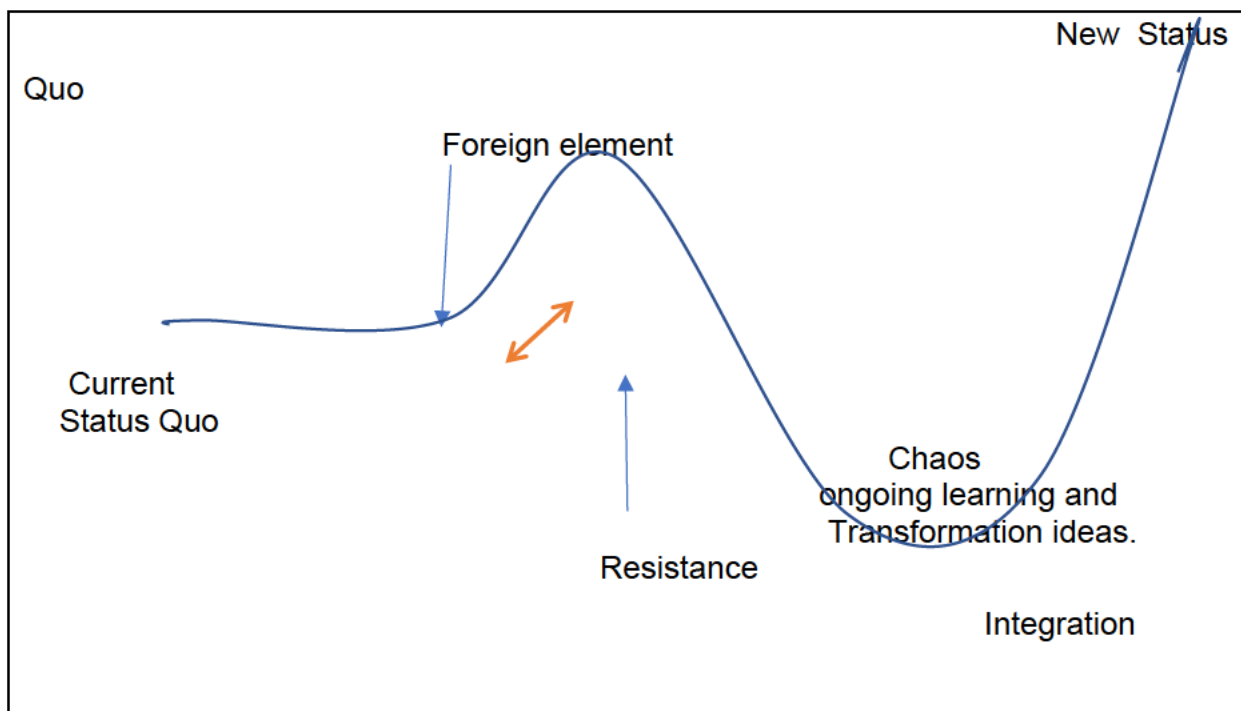


Figure 2.3: Satir's (1981) Change Process Model
Source: Young et al. (2015: 59). Adapted

- **The Current Status Quo** stage is characterized by the acceptance of negative information or the recognition of the necessity for change. In this stage, individuals may experience various emotions and show resistance towards the impending change. A key concept in this stage is the presence of a "foreign element," where any new change encountered by the individual initially leads to a decline in performance due to a lack of understanding (Burton 2023: 4). Resistance is a common occurrence that occurs at the beginning of a change, often triggered by the introduction of something new. This new element can take different forms, such as new technology, changes in processes, or modifications to job roles, and this new element usually acts as a catalyst for resistance (Laveneziana 2020: 6). People who resist change typically want to go back to how things were before and actively oppose the proposed changes. (Laveneziana 2020: 6). This opposition may come from feeling overwhelmed or uncertain about the implications of the upcoming changes.
- **Chaos** represents a phase characterized by the dominance of emotions, wherein negative reactions are inevitable and a decline in productivity is expected (Ryckebusch 2017: 8). Progress in this phase can only be achieved by establishing a framework for active listening, which involves posing inquiries and potentially implementing a support system. In the absence of a reference point or established norms, individuals in this stage may perceive a dearth of stability and experience feelings of disorientation or anxiety (Ryckebusch 2017: 8). It is important to note that this stage plays a pivotal role in facilitating the transition to the subsequent stage of integration.
- **Integration** involves the adoption of a transformative idea as a means to transcend chaos and restore productivity within a team (Cameron and Green 2019: 37). During this phase, individuals gradually come to terms with the new circumstances and actively strive to comprehend and assimilate the alterations into their daily lives. It is not uncommon for individuals to seek assistance and guidance from others as they navigate through this transformative process (Cameron and Green 2019: 37).
- **The New Status Quo** phase marks the point at which individuals commence the process of effecting the necessary modifications and adapting to the novel modus operandi (Sormunen 2021: 13). During this phase, individuals may experience a

sense of achievement and advancement as they successfully navigate the transition. It is imperative to undertake a comprehensive evaluation and monitoring of the overall impact of the change on performance, assimilate the lessons learned, and establish a framework for future adoptions (Burton 2023: 4).

2.7 COMPARISON OF CHANGE MODELS

According to Cameron and Green (2019: 166), Kotter's (1996) eight steps provide a solid foundation for individuals interested in implementing organisational change, regardless of its scale. The model emphasizes the significance of correctly executing the initial stages, such as forming a coalition and establishing a clear vision, rather than focusing on later steps like empowerment and consolidation. Consequently, this approach views change as a linear process rather than a cyclical one, suggesting that a predetermined objective can be achieved without the need for iterative adjustments (Stouten, Rousseau and De Cremer 2018: 758)

Cameron and Green (2019: 135) argue that Lewin's ideas are particularly valuable when analysing the change process at its inception. Lewin's (1951) force field analysis and the consideration of the current state and desired end state are highly effective tools in this regard. However, the model loses its value when it is mistakenly associated with a mechanistic approach, reducing the three steps to mere "plan, implement, and review." Additionally, Lewin (1951) primarily focuses on overcoming resistance and does not extensively explore other aspects of the change process (Cameron and Green 2019: 135).

According to Calder (2013: 14), the models proposed by ADKAR and Kotter are compatible with Lewin's model of organisational change, as each model contains unique components or emphases that are not present in the others. Lewin's model can serve as a comprehensive framework for the change process, while ADKAR and Kotter's models offer more specific guidance on particular aspects of the change (Calder 2013: 14). Additionally, Lewin (1951) as cited in Alshuwairekh (2016: 43) places greater emphasis on involving employees and providing them with the necessary information and knowledge to effect change, as opposed to instilling a desire to change, which is a key focus of the ADKAR (1998) model as cited in Calder (2013: 14). Stouten, Rousseau and De Cremer (2018: 756) note that Kotter stresses

the importance of establishing and communicating a vision and strategy, whereas ADKAR primarily focuses on providing individuals with the information required to facilitate change. Both ADKAR and Kotter address the need to overcome barriers or resistance to change, but Kotter encourages "risk taking and creative problem-solving" to achieve this goal (Stouten, Rousseau and De Cremer 2018: 756)

The Satir (1981) Model outlines key stages of responses, including thinking, feelings, performance, and physiology, to the introduction of a new or foreign element and the transition from one state to another. Therefore, Satir's (1981) model can be utilized to map critical aspects of the climate change pathway, from the introduction of the external element to working through resistance and chaos (Burton 2023: 4).

These models have been developed by respected scholars and offer a pragmatic view on the framework required for successful implementation of change. The four models aim to guide organisations in navigating the complexities of change. It has become evident that change manifests in various forms and is perceived differently by different individuals. Consequently, there is no one-size-fits-all solution. Change is influenced by both internal and external factors which shape its nature. In other words, change is not a binary concept, but rather a multifaceted phenomenon influenced by numerous factors (Laveneziana 2020: 1). Across all the models presented in this chapter, there is an implicit understanding that people are at the core of change and are significantly impacted by it. Leaders and employees must collaborate closely to effectively implement the processes or stages of change. Challenges may arise that threaten the existing status quo of affected individuals. Therefore, managers must not merely observe the change, but actively participate in it, guiding employees and ensuring that the message of change is transparent and valuable. In summary, the ADKAR, Satir and Kotter models can be used in conjunction with Lewin's model to provide a comprehensive and integrated framework for change management (Sormunen 2021: 8).

2.8 PEOPLE AND CHANGE

O'Herlihy (2016: 6) argues that the working environment has undergone significant transformations due to the convergence of social, political, technological and economic factors. These changes have resulted in a more intricate landscape for

contemporary employees. On one hand, these developments have presented individuals with increased opportunities and autonomy. On the other hand, they have also imposed greater pressures, accountabilities and demands on employees (O’Herlihy 2016: 6). Nevertheless, individuals experience these changes in diverse ways. Hence, change is always an individual experience (Suomela People and Change nd: 32).

Blom (2018: 8) emphasizes the significance of acknowledging the reality of change and the subsequent need for organisations to address the impact of change on individual functioning. While change is undeniably necessary at an individual level, individuals often encounter challenges in effectively embracing change due to the emergence of various emotions, including stress, fear, and anxiousness (Blom 2018: 8). According to Lum (2021: 46), organisational change can only be achieved when individual members within the organisation modify their work behaviour accordingly.

Furthermore, Lum emphasizes that for successful organisational change to take place, it is imperative that both the organisation and its employees undergo simultaneous transformation. Venus (2018) posits that individuals manifest trepidation that following the modification, the institution will no longer personify the attributes and values they hold dear and identify with. Furthermore, the degree of ambiguity surrounding the alteration directly impacts the degree to which they envision potential hazards to the organisational identity that carries considerable significance for them (Venus 2018).

Fusch, Ness, Booker and Fusch (2020: 172) conducted a case study on the relocation of a government agency office in Israel, where they asserted that change entails an element of uncertainty, impeding an individual's capacity to forecast the repercussions of change and individual behaviours, thus diminishing the sense of control. The previous offices were situated within a small, antiquated complex of buildings, resulting in colleagues working in close quarters. Unionized employees, upon being presented with the opportunity to move to a more contemporary office facility in Jerusalem adorned with public fountains and well-maintained lawns declined, stating their desire to preserve their freedom of choice and action. Their resistance stemmed from concerns regarding compromised privacy, a sterile and impersonal office environment, and stringent security measures (Fusch *et al.* 2020: 172).

According to Hai (2018: 2), the failure of change can be attributed to the lack of readiness and willingness of the surrounding environment to accept change, as well as the inadequate recognition of the strength within the individual system. The resistance to change exhibited by individuals can be attributed to various factors, including personal and emotional influences, the dominance of established norms and traditions, the compatibility of the proposed change, and the availability of supporting factors. Paul, Sher, Tamietto, Winkielman and Mendl (2020: 752) proclaim that change is a multifaceted phenomenon encompassing cognitive, emotive, behavioural, and physiological aspects that arise from the absence of established neural pathways. Consequently, individuals may experience psychological discomfort due to incongruence between their beliefs, attitudes, and actions. This discomfort arises when there is a discrepancy between the cognition that a particular activity is unpleasant and the fact that one is engaging in said activity (Paul *et al.* 2020: 753). Quoting from a Chinese proverb that states “When the winds of change blow, some people build walls and others build windmills”, Suomela People and Change (nd: 31). highlights the divergent reactions of individuals to change. The individual who constructs a wall perceives change as a negative force and therefore opposes it, whereas the individual who builds a windmill embraces change with enthusiasm.

2.9 CHANGE IN THE DEPARTMENT OF EMPLOYMENT AND LABOUR

In the contemporary era, no organisation would proudly proclaim its endurance, uniformity, or status quo in comparison to a decade ago. Stability is often viewed as stagnation rather than steadfastness, and organisations that do not engage in change and transition are generally perceived as obstinate (Baddah 2017: 5). Organisational change entails a process of reconfiguring elements and modifying the structure, personnel, or technology within the organisation in order to enhance efficiency and effectiveness (Nwinyokpugi 2018: 10).

The ever-evolving global business world, of which the modern organisation is a part, has been greatly influenced by the age of electronics and, more specifically, computers. These advancements have brought about significant transformations in the manner in which organisational activities and business as a whole are conducted. In the distant past, business transactions were conducted through personal

interactions (Mondo and Musungwini 2019: 50). According to Mondo and Musungwini (2019: 50), approximately 90% of information systems failures can be attributed to behavioural difficulties and organisational cultures surrounding information systems. Thus, the primary challenge in implementing information systems within organisations lies in the realm of change management. Changes can lead to increased workloads, necessitate unfamiliar skills, strain relationships, and instil feelings of insecurity and alienation (Smollan and Pio 2017: 59). Inadequately communicated change processes that exclude employee participation may give rise to perceptions of unfairness and marginalization (Smollan *et al.* 2017: 59). Regular involvement of the workforce in the planning, implementation, and management of organisational changes enables employees to work more efficiently. Employee involvement during change implementation facilitates comprehension and adaptation to institutional changes, thereby promoting early task completion (Nwinyokpugi 2018: 10).

The Department of Employment and Labour plays a pivotal role in addressing the challenges of unemployment, poverty and inequality. They have formulated a comprehensive array of policies and programs in collaboration with social partners to augment economic efficiency, productivity, employment opportunities and equitable labour relations. These endeavours also strive to eradicate workplace discrimination and inequality while mitigating poverty amongst the employed population.

To fulfil these objectives, the department has undergone various organisational transformations. These include the restructuring of the organisational framework through the creation of new senior positions, resulting in alterations in task allocation, workflow, and reporting lines. Furthermore, job profiles have been revised to professionalize the department and attract competent individuals capable of effectively fulfilling their responsibilities. Additionally, new positions have been established to enhance the provision of core services and ensure efficient service delivery. The department has also implemented a novel case management system within the Inspection and Enforcement Services division. This system aims to expedite the resolution of labour disputes reported to the department and ensure adherence to proper procedures. Moreover, efforts have been made to enhance the department's information technology infrastructure.

However, despite these endeavours, the system has encountered challenges, as highlighted in an article published by Business Unity South Africa on October 4, 2023. The article expresses concern about the systematic dysfunction within the Unemployment Insurance Fund, which jeopardizes the livelihoods of workers. This situation contradicts the department's objective of alleviating poverty. Consequently, some employees experience anxiety when they witness long queues of individuals outside Labour Centres, complaining about the non-receipt of their Unemployment Insurance Fund payments or facing difficulties accessing departmental online services due to system changes.

Overall, while the department strives to improve its systems, it acknowledges the existing challenges and the need for further enhancements to ensure effective service delivery and address the concerns raised by stakeholders.

2.10 ATTITUDES TOWARDS ORGANISATIONAL CHANGE

According to Balamurugan and Dhivya (2020: 35), attitude can be defined as a cognitive and neural state that is shaped through past experiences. It exerts a dynamic and directive influence, starting from an individual's response to various situations that are associated with specific objects. In the context of the workplace, attitude refers to a psychological state of mind that an employee possesses, which can be either positive or negative towards particular work tasks (Balamurugan and Dhivya 2020: 35). According to Lum (2021: 45), the attitudes of employees towards change play a crucial role in determining the success or failure of an organisation's change initiatives. Employees who possess a strong positive attitude towards change are more likely to embrace and be receptive to the implemented changes. Conversely, those with a strong negative attitude are more inclined to resist such changes (Lum 2021: 45). In literature, attitude is referred to as "a psychological predisposition that is expressed by assessing a particular entity with some degree of disfavour or favour (Andrew 2017:5). Tian, Tang, Akram, Khan and Chuadhry (2022:4) assert that within an organisation, negative attitudes can have widespread ramifications and lead to conflict among employees. Therefore, individual attitudes towards organisational change can have a significant impact on the success or failure of the change process, potentially resulting in detrimental consequences for the organisation as a whole.

In 2015, Rebeka and Indradevi undertook a study with the objective of examining employees' perceptions of organisational change. The researchers employed a quantitative research approach and recruited a sample of 60 employees from a private manufacturing company located in Vellore. The findings of the study indicated that employees displayed both positive and negative attitudes towards organisational change. Additionally, it was discovered that employees' previous experiences with change significantly influenced their attitudes towards organisational change (Rebeka and Indradevi 2015: 78). Another study conducted by Wang and Kebede (2020: 290) focused on evaluating employees' reactions to organisational change. The study provided evidence that the manner in which employees perceive or experience organisational change has significant implications for their inclination to respond to the change with either support or resistance. The researchers employed a quantitative research methodology to collect data from a sample of 359 employees working across seven branches of the Mekelle Revenue and Custom Authority (Wang and Kebede 2020: 274).

Al Samman, Ahmed and Aldeeb (2018: 32) contend that the attitude of employees is one of the most crucial factors in achieving successful organisational change and performance. The greater the enthusiasm of employees, the greater the likelihood of acceptance of organisational change. This is because employees tend to have a positive outlook towards change, recognizing its potential to enhance work competence and effectiveness, and ultimately benefit all employees. Given that employee attitudes are acknowledged as a key factor underlying change and performance, it is anticipated that employees will exhibit supportive attitudes and behaviour (Andrew 2017: 4).

Nonetheless, Subramanian (2016: 1031) states that in situations where employees feel compelled in numerous aspects, they may exhibit unproductive and resistant behaviours. Ertem and Şenturk (2021: 328) assert that the field of organisational change literature aims to comprehend the impact of change practices on employees' attitudes and Behaviour towards change. Notably, substantial organisational changes are typically instigated and overseen by top management, leaving lower-level employees with no alternative but to adapt to the process. In instances where

employees perceive a change process negatively and are unable to anticipate its trajectory and outcomes, it is reasonable to anticipate a negative impact on their well-being (Ertem and Senturk 2021: 328).

A study by Soale and Akudugu (2021: 1711) aimed to investigate the causal relationship between employee attitudes and job performance among senior staff members at the University of Cape Coast. Employing a quantitative research approach, data was collected from a sample of 308 senior staff members through random sampling. The findings of the statistical analyses clearly indicated that employee attitudes can serve as a reliable predictor of the level of job performance exhibited by senior staff members.

According to Sarkauskaite and Bukksnyte-Marmiene (2020: 192), the attitudes and behaviour exhibited by employees towards organisational change hold significant importance, as they have the potential to influence job performance and the overall success of the change initiative. It is crucial to recognize and comprehend employees' attitudes as the change process unfolds, since this aspect is deemed equally significant as the actual planning of the change. By gaining insight into employees' attitudes towards ongoing changes, the likelihood of a failure or breakdown in the change process can be mitigated (Sarkauskaite and Bukksnyte-Marmiene 2020: 192). Nwanzu and Babalola (2019: 3) affirm that the success of any organisational change initiative exists in the capacity to manage the attitude of employees towards the intended change. Therefore, the impact of an individual's attitude towards organisational change is reflected in their level of acceptance or resistance towards a particular change initiative. A negative attitude towards change can result in apathy, lack of commitment, and resistance towards the change, whereas a positive attitude towards organisational change fosters employee commitment and facilitates successful implementation of change initiatives (Nwanzu and Babalola 2019: 3).

According to Onyeneke and Abe (2021), studies have concentrated on elucidating the cognitive, emotional, and behavioural responses of employees to change. Specifically, cognitive responses have been explored through employee appraisal and assessment of the essence and value of change, including their opinions and convictions regarding the appropriateness, support and value of a desired change. Additionally, cognitive

responses have been examined in terms of the mindset that binds employees to a course of action towards a change, as well as their beliefs regarding the motives for a specific change (Onyeneke *et al.* 2021).

Emotional responses, on the other hand, have been investigated through prior studies that have focused on employees' feelings regarding the pleasantness of the change, change-related stress, anxiety, fear, anger and frustration (Smollan 2015). Lastly, scholars have also explored behavioural responses to change, such as employees' behavioural intents to support or resist the change, as well as their readiness to support change (Onyeneke *et al.* 2021). Imamoglu, Ince, Turkcan, and Atakay (2019:904) postulate that employees' attitudes are one of the most vital causes of successful organisational change and performance. The more employees are eager, the greater will be the need to accept organisational change. Albrecht, Connaughton, Foster, Furlong and Yeow (2020: 2) posit that the effectiveness of change initiatives is heavily dependent on employees' attitudes towards organisational change. Therefore, it is crucial for organisations to understand and manage employee attitudes towards change, as they have a significant influence on the success of change efforts (Albrecht *et al.* 2020: 2).

Utami and Triady (2019: 214) conducted a research study in a family-owned manufacturing company located in West Java. The study aimed to gather data from 50 employees regarding their attitudes towards change. The results of the analysis indicate that self-efficacy has a positive influence on employees' attitudes towards change. Specifically, a positive attitude towards change is reflected in employees' acceptance of change events. This finding highlights the importance of self-efficacy in fostering a positive attitude towards change among employees (Utami and Triady, 2019: 214).

Dunham, Grube, Gardner, Cummings and Pierce (1989) identified three different types of attitudes toward change, namely affective, cognitive, and behavioural attitudes. Nafei (2014: 207) asserted that the three categories of attitudes exhibit a higher degree of severity. Consequently, the cognitive, affective, and behavioural dimensions should be considered as the fundamental basis for initiating organisational transformations. According to Furxhi (2021: 30), change is a novel experience for employees in any given situation. The implementation of change has a significant

impact on employees, as it can elicit either a positive or negative attitude/behaviour towards the proposed change. A positive attitude is characterized by a willingness to embrace the change and a motivation to implement it. Conversely, a negative attitude reflects a lack of agreement with the organisational change.

Albrecht *et al.* (2020: 2) assert that understanding and implementing the concept of change engagement can lead to positive employee attitudes towards change. This view is supported by Walk and Handy (2018: 2), who suggest that employees' cognitive, affective and behavioural attitudes towards organisational change are also important factors to consider.

2.10.1 Cognitive attitude to change

Cognitive attitudes pertain to the psychological condition or predisposition of an individual towards organisational transformation. It encompasses the cognitions, convictions and interpretations that individuals possess regarding the necessity and possible consequences of change within a company. According to Onyusheva, Elswerky and Kanwisit (2020: 390), an individual's emotional and behavioural reactions are influenced by the way they organize their thoughts. For instance, if employees perceive personal benefits or gains from a change, their cognitive reactions may be positive. Conversely, if they view the change as problematic rather than an opportunity, their reactions may be negative. Hence, the quality of information shared regarding the change initiative directly impacts how employees assess and respond to the change (Onyusheva *et al.*, 2020: 390). According to Bakanauskas, Kondrotienė and Puksas (2020: 36), the cognitive component of attitude formation pertains to the establishment of individual norms of perception that are grounded in factual information, and these norms dictate what is considered right or wrong, good or bad, and desirable or undesirable. Therefore, the cognitive aspect of attitude is shaped by internal evaluations, such as personal experiences and accumulated knowledge, as well as external information received from various sources, and this information is evaluated based on its factual accuracy and contributes to the formation of beliefs and understandings about the object of the attitude (Bakanauskas *et al.* 2020: 36).

According to Adeniji, Iyiola, Agboola, Akinbode, and Epetimehin (2016: 4574) the cognitive component of change refers to the psychological element, involving

employees' thought patterns regarding organisational change. This dimension allows employees to evaluate the positive or negative benefits of the change. Šarkauskaitė and Bukšnytė-Marmienė (2020: 191) argue that the cognitive aspect of attitudes involves the mental processes and ideas associated with them. These mental processes are often referred to as beliefs, and they are influenced by the characteristics of the subject matter of the attitudes when relevant associations are formed. The assessment of symptoms can be carried out using positive, negative, or neutral terminology (Šarkauskaitė *et al.* 2020: 191).

According to Onyeneke and Abe's (2021) research, the success of planned change initiatives is significantly influenced by change leadership behaviours such as visioning, communicating, participating, supporting and demonstrating concern for the interests of change participants. It is important to note that while change leadership does not have a direct impact on employees' behavioural intentions to support change, it does have an indirect impact through the cognitive evaluation of change. Furthermore, employees' cognitive evaluation and emotional responses to the planned change event serve as mediators between change leadership and employees' behavioural intentions to support the planned change (Onyeneke *et al.* 2021).

2.10.2 Affective attitude to change

The affective attitude is made up of a person's emotions and evaluations toward an attitude object, which are frequently expressed as likes or dislikes for the attitude object (Mitchell 2021: 3530). According to Adeniji *et al.* (2016: 4573), the affective facet of change refers to the positive or negative sentiments experienced by employees when confronted with change. These sentiments encompass emotions such as anger, displeasure, tension, and anxiety. The intensity of these negative emotions directly correlates with the level of emotional resistance to change (Adeniji *et al.* 2016: 4573).

According to Van Dam (2018: 3), affective reactions can also stem from genuine concerns about the consequences of the change. They may be apprehensive that the planned change will have a detrimental impact on the organisation's procedures, products, services, or future trajectory, ultimately leading to negative effects on productivity, sales, customers, or employees. Specifically, employees' beliefs that their job security is in jeopardy can trigger intense emotional responses. Consequently, the

change may erode employees' confidence in the organisation's commitment to safeguarding and advancing their interests, thereby implying a breach of the psychological contract (Van Dam 2018: 3). According to Onyusheva *et al.* (2020: 390), affective responses towards change are emotional reactions that individuals undergo when they confront change. These replies could be either affirmative or pessimistic, and they are frequently influenced by a range of factors, such as an individual's disposition, previous encounters, and the essence of the alteration itself. Positive sentiments, such as enthusiasm or excitement, are commonly associated with changes that are perceived as advantageous or that present new opportunities. For instance, employees may experience excitement regarding a new project that guarantees to enhance their abilities or provide them with novel challenges. Conversely, negative sentiments, such as anxiety, stress and apprehension, are often linked to changes that are perceived as menacing or that disrupt the established order. For example, employees may have feelings of anxiety concerning a reorganisation that could potentially lead to job losses or alterations to their roles and responsibilities. Negative emotions may also arise when individuals feel a lack of control over the change process or perceive the change as unjust or inequitable (Onyusheva *et al.* 2020: 390). Šarkauskaitė *et al.* (2020: 191) indicated that the affective aspect of attitudes is associated with the emotions, moods and sympathetic nervous system responses that occur when an individual encounters an object of attitudes. Conversely, the emotional aspect of attitudes is based on emotional experiences or decisions and can be expressed as either admiration or anger. Therefore, the emotional reaction can be positive or negative, depending on whether the object of attitudes is perceived as favourable or unfavourable (Šarkauskaitė *et al.* 2020: 191).

Abun, Magallanes, Foronda and Incarnacion (2019: 219) conducted a quantitative study with the aim of investigating the cognitive and affective attitudes of college students towards higher education and how these attitudes impact their academic engagement. The study focused on the population of second-year college students at Divine Word Colleges in the Ilocos region. The findings of the study revealed a significant correlation between students' cognitive and affective attitudes towards higher education and their level of academic engagement. However, when it comes to academic disengagement, the students expressed a moderate agreement with

behavioural disengagement, while disagreeing with emotional disengagement in their academic activities (Abun *et al.* 2019: 219).

2.10.3 Behavioural attitude to change

According to Mukhtar and Fook (2020: 38), attitude plays a significant role in shaping behaviour, thereby exerting a profound influence on individuals' actions. Furthermore, it is posited that behaviour is contingent upon one's attitude, as the latter serves as a determining factor in guiding and directing one's actions. If attitude can be managed to change, behaviour can also be easily influenced (Mukhtar and Fook 2020: 38). Onyusheva *et al.* (2020: 391) state that the term 'behaviour' describes physical actions that can be seen or heard, as well as the mental processes that cannot be seen or heard, and behavioural reactions to change are either positive or negative, and pro-change or anti-change rather than good or bad. In support Abun, Magallanes, Foronda and Incarnacion (2019: 220) assert that the concept of behavioural attitudes pertains to the subsequent behavioural reactions exhibited towards the object of the attitude. Once an individual becomes aware of the emotional and behavioural aspects associated with a particular subject, object, institution or event, their subsequent actions or inactions are influenced. These actions may encompass the formulation of plans, intentions and commitments towards engaging in a predetermined behaviour (Abun *et al.* 2019: 220). Adeniji *et al.* (2016: 4573) specify that the behavioural component of change encompasses the actions and activities undertaken by individuals in response to change. These behaviours can be either positive or negative, ranging from expressing dissatisfaction with the implementation process to persuading others about the potential favourable or unfavourable outcomes of the change. All these behaviours represent forms of openness, readiness or resistance to change (Adeniji *et al.* 2016: 4573).

According to Durisic-Bojanovic (2016: 38), employee attitudes towards organisational change can also be classified into two distinct groups which include individuals who exhibit a willingness to embrace change and those who struggle to accept any form of change, including organisational alterations. These disparities in attitudes can be attributed to differences in cognitive styles. Furthermore, Li, Wang and Lin (2015: 5) state that employee's responses to organisational change comprise largely of

individuals positive or negative assessment verdicts of change initiatives executed by their organisation, which include a set of behavioural attitudes such as openness to change, readiness for change and resistance to change. The two concepts of openness and readiness reveal employee's positive responses to organisational change whereas resistance reveals negative reactions to organisational change (Peng *et al.* 2015:5).

2.10.3.1 Openness to Change

Organisations encounter considerable challenges and impediments while enacting change management procedures. In this context, the inclination of employees to embrace change arises as a pivotal factor in attaining organisational triumph (Saddiqui, Shaheen and Ali 2021: 498). According to Basit and Siddique (2018: 8), openness to organisational change plays a key role in the effective execution of new policies, structures, and processes in the workplace. Aulia and Soetjipto (2021: 101) argue that openness to change can be viewed as the embodiment of a perceptual standpoint, encompassing favourable perceptions and a shared dedication among members of an organisation. Aulia *et al.* (2021: 101) define openness to change as the organisational endeavours aimed at surmounting resistance to change by fostering positive perceptions and commitment within the smallest unit of the organisation, namely its employees. Ultimately, this leads to the realization of successful organisational change (Aulia *et al.* 2021: 101). According to Chaudhry (2018: 61), the willingness to accept change is connected to the belief that the upcoming change will bring benefits, and this willingness is demonstrated through supporting the change. Openness primarily relates to employees' emotional and intentional attitudes towards change. Assessing openness to change helps the organisation understand what information should be shared with employees and to what extent (Chaudhry 2018:61). The absence of behaviour towards openness to change serves as a warning signal that the planned change may be predicted as a failure (Basit *et al.*, 2018:8).

Khaw *et al.* (2022:19142) conducted a scholarly study that thoroughly analysed four studies to investigate how employees respond to change in organisational settings. The results of these studies showed a strong connection between employability and positive emotions, as well as a greater willingness to embrace change among

employees during times of organisational transformation. Additionally, the research revealed that employees' openness to change significantly impacted their emotional reactions to organisational change.

Sinval, Miller and Maroco (2021: 2) state that openness toward change is of importance at various levels of organisational hierarchy, and research suggests that both top management openness and its sometimes corollary, trust in top management, can accentuate or moderate employee attitudes toward their work and their organisation (Sinval *et al.*, 2021: 2). Research conducted by Augustsson, Richter, Hasson and von Thiele Schwarz (2017: 1) set out to examine the impact of individual and group-level openness to organisational change on intervention outcomes, specifically in terms of change content and process. The findings of the study indicated that both individual and group-level openness to organisational change plays a significant role in predicting successful outcomes. Moreover, it is crucial for employees to exhibit openness towards both the content of the change and the process through which the intervention is executed, as this is essential for maximizing the desired outcomes (Augustsson *et al.*, 2017: 1).

2.10.3.2 Readiness to change

According to Andrew (2017: 4), organisations must remain constantly prepared to adapt and accommodate societal and cultural demands, market advancements, financial challenges, and technological requisites. This principle is applicable to organisations of all sizes and types. Consequently, when an organisation is equipped for any necessary action, such as enhancing service-delivery or client satisfaction, it can fortify its position. Conversely, a lack of preparedness may heighten the likelihood of change failure (Andrew 2017: 4). According to Kidane and Xuefeng (2022: 119), the concept of change readiness can be traced back to Lewin's change model, which elucidated the unfreezing phase aimed at preparing organisations for change. In essence, change readiness as a concept signifies an organisation's inclination and state of readiness to accommodate a situation, be it anticipated or unforeseen (Kidane and Xuefeng 2022: 119).

Chaudhry (2018: 61) states that readiness to change refers to the thoughts, attitudes and opinions of employees regarding the need for change and their confidence in the organisation's ability to carry out the change. This primarily concerns the cognitive and emotional aspects of employees' attitudes towards change. Evaluating the readiness to change can assist an organisation in determining the necessary investments, such as resources, technology, and infrastructure required for the change initiative (Chaudhry 2018: 61). According to Durisic-Bojanovic (2016: 38), employees' readiness for change can be defined as their inclination to modify their work methods and adapt to new working conditions in line with the strategic decisions made by the organisation. This readiness is characterized as a cognitive state encompassing beliefs, perspectives, and intentions pertaining to changes, and is manifested through attitudes exhibited by members of the organisation (Durisic-Bojanovic 2016: 38).

A study conducted by Shah, Irani and Sharif (2017: 19) found a positive relationship between organisational identification and employee readiness for change. Based on common understanding, an employee develops an attachment to an organisation followed by identification with, and involvement in the activities of the organisation (Shah, Irani and Sharif 2017: 19). Employees who receive encouragement to change are more likely to act voluntarily in support of organisational change objectives that contribute to overall organisational effectiveness (Diab, Safan and Bakeer 2018 :69). Errida and Lotfi 2021: 6) assert that the enactment of change initiatives is heavily reliant on effective communication and training, as these mechanisms serve to enhance the technical acumen of employees and mould their dispositions towards change. As a result, this fosters a higher level of preparedness and involvement among employees, which is of paramount importance for the triumph of any change endeavour. Hence, it is essential to sustain an uninterrupted flow of communication in order to establish a culture characterized by a propensity for change; alleviate opposition to change; and secure the backing of relevant stakeholders (Errida and Lotfi 2021: 6).

A study by Zona, Sarianti and Andriani (2020: 32) revealed that the level of preparedness for change has a substantial and positive impact on the level of commitment towards change. This outcome implies that employees who possess a higher degree of readiness for change are more likely to exhibit a stronger commitment

towards it. The significance of this finding lies in the fact that a high level of commitment towards change can greatly influence the success of the change initiative. This is because employees who are fully committed to the changes taking place within the organisation will exert all necessary efforts to ensure the successful implementation of the change (Zona *et al.*, 2020: 32). The findings of Durisic-Bojanovic's (2016) investigation, which encompassed a sample size of 250 individuals employed in diverse industrial sectors within Serbia, indicated that cognitive style displayed a significant and independent predictive capacity in determining individuals' overall attitudes towards organisational change.

2.10.3.3 Resistance to change

The attribution of the concept of resistance to change is ascribed to Kurt Lewin (1947), who introduced the term in the initial phase of his change model, known as the "unfreezing" stage (Burnes and Bargal 2017: 7). This stage involves the implementation of an additional force to disrupt established social habits, prevailing mental models, and behavioural patterns of employees (Burnes and Bargal 2017: 8). According to DuBose and Mayo (2020: 3), individuals exhibit resistance towards change due to their aversion to the uncertainty and potential losses that accompany it, rather than simply opposing the change itself. Consequently, the consequences and implications of change hold greater significance for individuals than the change itself. Given the current era of rapid organisational change, it may be prudent to reframe our perspective on resistance and view it as an expected element of the change process (DuBose *et al.*, 2020: 3). Rafferty and Jimmieson (2017: 5) define resistance to change as a phenomenon encompassing a negative disposition towards change, which manifests through affective, behavioural, and cognitive dimensions.

Blount and Carroll (2017: 1) assert that a significant proportion, ranging from 50 to 75 percent, of change initiatives encounter failure. Moreover, even among the initiatives that manage to achieve success, a considerable number fail to fully meet the objectives outlined in the original plan. According to Damawam and Azizah (2019:49), the failure rate of organisational change is as high as 70%. Therefore, the success of change initiatives depends on how employees respond to these changes. This is because each employee has a unique perspective on change (Damawam *et al.*

2019:40). Ertemad and Şenturk (2022) argue that not all employees react positively to change, as some even exhibit a negative response.

One common negative attitude towards change among employees is known as resistance to change. According to Lenka, Parida, Sjödin and Wincent (2017: 2), the existing body of organisational change literature recognizes that a significant portion of resistance to change within organisations emanates from individuals who are opposed to any change in the prevailing state of affairs. Consequently, the pivotal strategy for overcoming resistance to change entails effectively tackling the concerns and obstacles at the individual level.

In a study conducted by Anderson (2015: 48), the implementation of Lean Operations in a manufacturing company in Norway was examined. Lean Operations is a methodological approach aimed at enhancing production quality through the elimination of waste and the optimization of the flow of goods and information. This approach entails a significant transformation in both the design and practices of production within most factories. The study's findings indicate that resistance to the implementation of Lean Operations primarily stemmed from individuals who favoured the traditional Quality Management Systems (QMS) and their supporters, who were deeply entrenched in the existing methods of production, associated technology and practices, and established work organisation, as opposed to the new QMS (Anderson, 2015: 49).

Ume and Agha (2022: 310) conducted an empirical investigation to examine the effects of change resistance on university performance in the South-West region of Nigeria. Descriptive analysis was used in this study, which involved a sample size of 382 participants. The results indicated that passive change resistance had a negative impact on the performance of higher education institutions in the South-West of Nigeria. Additionally, active change resistance was found to be a significant factor that adversely affected university performance in the region. Furthermore, attachment change resistance and uncertain change resistance were identified as important factors that influenced organisational performance in the South-West (Ume *et al.* 2022: 310).

2.10.3.3.1 Causes of resistance to change

According to Karaxha (2019: 292), the rationale behind employees' opposition to change, differ and fluctuate based on the unique characteristics of each individual. While one employee may readily embrace a change, another may exhibit a resentful demeanour. Managers must be cognizant of the fact that employees possess varying capacities to endure modifications in diverse manners (Karaxha 2019: 292). The forces against change in organisations include disregarding the needs and expectations of the organisation members; providing insufficient information about the nature of change; and not acknowledging the need for change (Ahmjad and Rehman 2018: 58). Therefore, people may exhibit fear and anxiety over such matters as job security, employment levels, loss of job satisfaction, different wage rates, loss of individual control over work and changes to working conditions (Masunda 2015: 27). According to Furxhi (2021: 31), scholarly investigations have categorized the origins of employees' opposition to change into the following classifications:

- **Mistrust and lack of confidence** - The lack of trust and confidence in the individual responsible for implementing a change can pose a significant obstacle to employee acceptance. In many cases, employees' resistance towards a change initiative is primarily directed towards the person occupying a leadership role, rather than the change itself. This phenomenon arises when leaders have not yet established a rapport with their subordinates, such as in the case of a newly appointed leader within an organisation. Additionally, previous negative encounters with leadership can also contribute to employees' scepticism and lack of trust (Spring 2021).
- **Emotional responses** - Employees may exhibit emotional attachments to the existing operational procedures within an organisation, leading them to resist any form of change due to the potential threat it poses to their personal identity or sense of security. It is crucial to acknowledge that emotions are an inherent aspect of both the workforce and the organisational environment. Merely disregarding or evading these emotions does not result in their disappearance; instead, they are likely to manifest in alternative, often perplexing or overwhelming manners if not proactively addressed. Common emotional

reactions to change encompass fear, uncertainty and worry. Employees may struggle to articulate their emotional state or may choose not to express it to their superiors. Nevertheless, indications of negative emotions can be discerned through the comments they make or nonverbal cues they exhibit (Spring 2021).

- **Fear of Failure** - In the context of organisational change, it is not uncommon for employees to require the acquisition of new skills. While employees may express a willingness to embrace change, they may also harbour reservations regarding their capacity to effectively implement the proposed changes due to a perceived lack of requisite knowledge or abilities. In such instances, it is incumbent upon managers to assess the capabilities of their employees in relation to the proposed changes. If it is determined that employees lack the necessary skills to successfully implement the change, it becomes necessary to provide them with training to acquire the requisite knowledge. Subsequently, employees must be afforded the opportunity to apply the newly acquired knowledge in a supportive environment, thereby enabling them to develop the necessary skills to effectively implement the organisational change.
- **Poor Communication** - Effective communication plays a pivotal role in the process of change. In instances where employees are not adequately informed about the significance of the proposed change, the potential improvements it may bring, or the organisation's capacity to successfully implement the change, they are likely to reject it. When organisations fail to share information with their employees, the latter may feel insignificant within the organisational framework. Furthermore, inadequate communication fosters uncertainty regarding the objectives and outcomes of the change. To mitigate resistance from employees, managers must engage in open communication, actively seeking to understand their reactions to the change. If employees express concerns about the change, change agents must motivate them and provide a clear explanation of why the change is necessary for the organisation and how it will benefit them.
- **Time** - The implementation of organisational changes requires a certain amount of time, which varies depending on the nature of the change. Time is a crucial factor to consider when implementing change. Olmstead (2022) assert that

Kotter's Eight-step Model emphasizes the importance of creating a sense of urgency among employees to facilitate their acceptance of change. However, managers must be careful to balance urgency with a reasonable transition period. Implementing change too quickly, without a crisis, may cause employees to be hesitant and feel that the change was not adequately evaluated. It is essential to give employees enough time to understand and adjust to the implications of the change (Olmstead 2022).

2.10.3.3.2 Overcoming resistance to change

According to Maes and Hootegem (n.d: 79), the process of change can be anticipated and planned for, while in other cases, changes can be imposed due to external factors beyond the control of individuals or organisations. In the former scenario, there is a higher likelihood of predicting and exerting control over the forthcoming events. Conversely, in the latter scenario, the response to unforeseen events becomes imperative. Therefore, given the inevitability of change, effective management strategies must be implemented to examine potential sources of change (Maes and Hootegem n.d: 79).

According to Darmawan *et al.* (2019: 50), organisational change encompasses modifications in technology, policies, systems, management or structures within an organisation. Regrettably, many organisations fail to successfully implement change initiatives due to their failure to adequately acknowledge and appreciate the profound impact of change on individuals (Darmawan *et al.* 2019:50). However, it is crucial to recognize that change significantly affects individuals within the organisation. The simplest announcement of changes in an organisation has the potential to trigger feelings of stress as well as anxiety, insecurity, and fear (Jain, Asrani and Jain 2018: 40). Blount and Carroll (2017: 2) assert that the acquisition of skills to effectively address resistance to change is an inherent aspect within organisations as individuals often emerge as the primary obstacle hindering the achievement of successful organisational change. Dukes (2015) states that leaders need to pay attention to changes in organisational behaviour, discover ways to bring their employees together, and overcome employee resistance to change.

According to the findings of a qualitative study by Amjad and Rehman (2018: 56) in one of the governments organisations working under the Ministry of Industries of Pakistan, management plays a critical role in reducing resistance through proper communication. The research consisted of interviews conducted with a sample of ten participants, made up of managers, deputy managers, and executives, Employees that are confident in an organisation's management will undoubtedly help management at every stage of the change formulation and implementation process in government organisations (Amjad *et al.* 2018: 65).

According to Jain *et al.* (2018: 40), many theorists believe that the main reason for failure of organisational changes is that management does not focus on the endings that are a natural consequence of any change. O'Herlihy (2016:7) posits that resistance to change occurs when organisational or social status quo is threatened, generating fear of imaginary or real consequences. Moreover, past experiences of change may build suspicion and uncertainty among the workforce, and change has been linked to workplace stress and negative mental outcomes.

Lenka, Parida, Sjödin and Wincent (2017:10) employed an exploratory case study methodology to investigate the micro-foundations and individual-level responses to resistance during servitization in six large manufacturing companies. The study involved 35 interviews with diverse respondents across various organisational levels and units within the firms. The findings of the study revealed that individuals adopt various tactics, including evangelizing, bootlegging, leveraging and collaborating, to overcome organisational resistance. Rehman, Mahmood, Ibtasam, Murtaza, Iqbal and Molnár (2021: 2) posit that employees' negative attitudes and responses can have detrimental effects. Specifically, the phenomenon of resistance to change manifests itself as negative attitudes and behaviours exhibited by employees during periods of organisational change. The management of change, particularly in the face of employee resistance, presents a significant challenge for organisations during the change implementation process.

2.11 DEMOGRAPHICS AND ATTITUDES TO CHANGE

Pakdel (2016: 445) has highlighted that organisational change can trigger diverse reactions from employees, which can be influenced by their demographic characteristics. Previous research has indicated that employees' age, gender, educational background and past experiences can shape their attitudes towards organisational change (Pakdel 2016: 445). Similarly, Amegayibor (2021: 130) emphasized that demographic factors encompass a range of elements that provide a contextual understanding of a business and its workforce, depending on their specific designations. In his study, Amegayibor (2021:130) identified gender, education, marital status, age and years of service as crucial demographic variables.

2.11.1 Gender and attitude to change

Abrahamsson (2014:109) asserts that work organisations exhibit a notable gender bias, wherein gender and organisation are intricately linked, particularly in periods of transformation. This interconnection is evident in both the change procedures and the resulting outcomes (Abrahamsson 2014:109). According to Nazmul, Furouka and Idris (2022:6), the involvement of employees in organisational change initiatives particularly varies based on gender. For example, notable differences were observed in attitudes and behaviours exhibited by male and female employees. As such, organisations must adopt distinct approaches to address these disparities.

A study by Deprez, Broeck, Cools and Bouckenooghe (2012:9) on gender differences with respect to obligation to change revealed that men and women have diverse perceptions of the process and the context of change. In general, women evaluate both the process and the context of change more positively than men. Furthermore, women appear to have more trust in their employers and thus seem to experience the change process and context in a more positive light than men do (Deprez *et al.* 2012: 13). In contrast, the findings of a study by Goyal and Patwardhan (2018: 297) in multiple branches of a public sector bank in a prominent region of Northern India indicated that there is no discernible disparity in the perceptions of male and female employees regarding organisational change. The study encompassed a sample of 60 employees drawn from five distinct branches of the same bank, with an equal distribution of 30 male and 30 female participants. These results are relevant to

organisations seeking to gain insights into gender-related perspectives on change management, enabling them to develop future strategies accordingly. The study employed the Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR) model to examine gender-based differences in attitudes towards organisational change (Goyal *et al.* 2018: 301).

Hai (2018: 3) conducted a study that revealed noteworthy disparities in attitudes towards organisational changes among employees based on their gender and level of education. Specifically, male employees exhibited a greater inclination to respond positively to such changes. Moreover, individuals with higher educational qualifications, particularly those who had completed postgraduate studies, demonstrated a more favourable attitude and a greater willingness to embrace organisational changes.

2.11.2 Level of education and attitude to change

Amegayibor (2021: 131) argues that individuals with advanced skills exhibit higher levels of engagement due to their understanding of the organisational perspective towards individuals with lower qualifications. Additionally, Amegayibor (2021: 131) posits that education requires individuals to modify their way of life, enhancing their capacity to make optimal decisions in various situations and adopt the most effective problem-solving strategies. Pakdel (2016: 445) suggests that cognitive dimensions of employees' resistance to change is influenced by their level of education. According to the study, employees with bachelor's and master's degrees exhibit lower levels of cognitive resistance compared to those with lower educational levels. This implies that individuals with higher education levels display more favourable perceptions towards change and are more inclined to embrace and implement organisational changes. They possess a deeper understanding of the importance of implementing changes, demonstrate a greater willingness to adapt, do not perceive changes as detrimental to their own interests, and exhibit reduced resistance to change (Pakdel 2016: 445)

2.11.3 Marital status and attitude to change

Das and Das (2018: 110) have established that marital status is a personal attribute that can significantly influence attitudes towards organisational change. Prior research has indicated that employees' marital status plays a crucial role in shaping their attitudes towards organisational change. Specifically, studies have revealed that single individuals tend to exhibit a more favourable outlook towards organisational change when compared to their married counterparts (Das *et al.* 2018:10). A study conducted by Çemberci, Civelek, Ertemel and Cömert (2022: 1) indicated that an employee's marital status can have an impact on their level of work engagement. The study found that married employees exhibited higher levels of engagement compared to their single counterparts. The finding suggests that married employees may be more inclined to participate in organisational change initiatives that require a high degree of engagement (Çemberci *et al.* 2022: 1). Tan, Cheng, Nakayama and George (2021: 2) state that couples are deprived of the advantages associated with being single, such as autonomy, control over one's time, increased sociability, career progression, and the ability to decline others' requests. In contrast, individuals who are single in this contemporary era of industrialization enjoy the freedom to alternate their social lives, occupations, and lifestyles. According to Atif and Zubairi (2018: 66), the findings of various studies indicate that marital status significantly influences an individual's commitment to their organisation, with married individuals reporting higher levels of job satisfaction compared to those with other marital statuses. Additionally, Atif *et al.* (2018: 66) discovered that marital status also plays a role in determining an employee's level of performance. Specifically, married individuals exhibit a distinct form of organisational commitment that is characterized by its enduring nature.

2.11.4 Work experience and attitude to change

Research conducted by Hai (2018: 7) sought to examine how socio-demographic factors impact employees' attitudes towards organisational change at Vietnam – Hungary Industrial University (VIU). The survey findings indicated that age and experience played a crucial role in shaping employees' beliefs regarding the effectiveness and support of the program. These outcomes are consistent with the common understanding that individuals with different ages and levels of experience

may possess contrasting viewpoints on organisational changes (Hai 2018: 7). Brown and Smith (2017) conducted a study to investigate attitudes towards organisational change among employees of different age groups in a manufacturing company. The researchers found that older employees, who had been with the company for a longer duration, exhibited higher levels of resistance to change as compared to younger employees. Older employees expressed concerns regarding the impact of change on job security, the disruption of established routines, and the need for additional training. In contrast, younger employees, who were more accustomed to change and had less tenure with the company, displayed more positive attitudes towards organisational change. This case study emphasized the influence of age and job tenure on attitudes towards organisational change and the importance of addressing the concerns of older employees during change initiatives.

2.11.5 Age group and attitude to change

Bashir, Hameed, Bari and Ullah (2021:3) asserted that recent research has revealed variations in employee Behaviour in the workplace and different situations based on their age. The scholars elucidated that the diverse perspectives of employees contribute to the understanding of the connection between age and organisational diversity (Bashir *et al.* 2021: 3). Mothe and Nguyen-Thi (2021: 6) suggested that individuals from diverse age groups contribute distinct perspectives, thereby fostering innovation and facilitating creative problem-solving. The implementation of inter-generational mentoring, as well as reverse mentoring, has the potential to promote valuable career advancement opportunities and enhance employee retention rates (Mothe and Nguyen-Thi 2021: 6). Numerous scholarly investigations have asserted that older adults encounter heightened challenges and display more adverse attitudes towards technology in comparison to their younger and middle-aged counterparts (Zhang, 2023: 950). Furthermore, certain research endeavours have underscored the heterogeneity within the older population, resulting in the delineation of distinct age categories within this demographic. Empirical findings suggest that the inclination of older seniors to adopt technological innovations is significantly lower than that of their younger counterparts (Zhang 2023: 950). This highlights the significance of considering age as a demographic factor while implementing technology-driven

initiatives and the existence of generational differences in attitudes towards technological change

2.12 INDIVIDUAL PERCEPTIONS OF ORGANISATIONAL CHANGE

The change procedure encompasses the utilization of activities in novel manners, facilitating the creation of new pathways, the implementation of novel technologies, the establishment of new systems, the enforcement of management measures, the amalgamation of resources, the regrouping of elements, or the occurrence of disruptive events that hold significant importance (Adda, Natsir and Rossanty 2019: 114).

The psychological needs and emotions of employees become acute during periods of change within the workplace. These needs are influenced by their perceptions of job security, their ability to voice their opinions independently, and the fairness that is associated with the organisation's decisions to undergo change (Lee, 2021: 98). According to Khaw, Alnoor, AL-Abrow, Tiberius, Ganesan and Atshan (2022: 19160), individuals' responses to organisational change are expected to depend on their perceptions and evaluation of the impact that the change will have on themselves. This suggests that an individual's reaction to change is shaped by the interplay of their attitudes, beliefs and emotions towards the change.

The successful implementation of change hinges on how individuals engage with organisational change (Khaw *et al.*, 2022: 19160). Previous research, as suggested by Faupel and Süß (2019:166), indicates that the perception of positive outcomes resulting from a change is one of the most crucial factors in motivating employees to support the change. Al-Maamari, Kassim, Raju, Al-Tahitah, Ameen and Abdulrab (2018: 15) argue that a positive perception by individuals towards the organisation will lead to improved job attitudes. Therefore, it is expected that every employee should demonstrate their readiness to accept change to implement or adopt changes within the workplace. In doing so, they will fulfil the organisation's expectations (Al-Maamari *et al.* 2018: 15).

Kansal and Singh (2016: 20) suggest that trust also plays a vital role in change management, as trust in management helps to alleviate the uncertainties associated with change. Consequently, employees who trust their superiors feel encouraged and consistently contribute value to the organisation, responding positively to organisational change. Employee perceptions, as highlighted by Katsoros, Tsirikas, and Bani (2014:39), are critical for management's attention throughout the change process. Therefore, it is recommended that during organisational change, factors such as employees' perceptions of the organisation's readiness for change, the support provided by supervisors, and the appropriateness of the change should be taken into consideration (Katsoros *et al.* 2014: 39). These factors are briefly summarized as follows:

- **Supervisory Support**

According to Zappalà, Toscano, and Licciardello (2019: 3), supervisors are seen as representatives of the organisation and have the responsibility of guiding, rewarding, or disciplining employees. The way supervisors interact with employees, whether positively or negatively, is seen as a reflection of the organisation's level of support. Colombo, Acquadro Maran and Grandi (2023: 02) state that when an organisational change is communicated, employees tend to seek clarification from their immediate supervisor regarding the significance of the change. In the event that the immediate or primary supervisor is also uninformed about the rationale behind the change, both the employee and the supervisor's preparedness may be compromised (Colombo *et al.* 2023: 2). Supervisors assume a crucial role in offering guidance, care, and feedback to their subordinates concerning their work responsibilities (Lee 2021: 01).

- **Perceived Organisational Readiness to Change**

Arnéguy, Ohana and Stinglhamber (2018: 2) specify that readiness for change is recognized as a cognitive precursor of resistance to change and, conversely, of change support. It refers to employees' beliefs, attitudes and intentions regarding the extent to which changes are needed and the organisation is capable to successfully implement those changes (Arneguy 2018: 2). Findings of the study carried out by Firican (2021: 463) pertaining to the assessment of employees' preparedness for change have demonstrated that an individual's opposition to change is influenced by

pre-existing factors, as well as the attributes of the change that has been initiated. The factors that impact an individual's resistance prior to the initiation of change are inherently linked to the individual, and are also influenced by the environment, including the group and organisation. According to Suomela People and Change (nd: 32), the ability to embrace or oppose change is influenced by various factors, including an individual's personality traits, past encounters with change, and the surrounding environment that fosters a sense of receptiveness and active involvement in the process of change.

- **Appropriateness of Change**

The perceptions of employees regarding the appropriateness of change hold significant importance to avoid resistance from individuals during organisational changes, and administrators should consistently provide information explaining the rationale behind the proposed change approach, emphasizing what the initiative aims to rectify or enhance (Junior, Lower, Faiad, Rego, Armond and Silva 2018: 68). Le Thi (2019: 62) highlight the appropriateness of change as a crucial aspect of individual readiness for change.

2.13 CHAPTER SUMMARY

In this chapter, the researcher carried out a thorough examination of the literature regarding the attitudes and actions of employees towards organisational change. The chapter began with a succinct introduction to the idea of organisational change, followed by an exploration of its conceptualization and the inherent nature of such change. The researcher deliberated on the driving forces behind organisational change and discussed various types of change that can manifest within an organisation. Moreover, this chapter analyzed models of organisational change, illuminating the frameworks and approaches that can be effectively utilized for the management and implementation of change. Chapter Three, which follows, explains the research methodologies employed in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research entails the acquisition of knowledge and the cultivation of understanding, along with the gathering of factual information and its interpretation, to construct a comprehensive perception of both the external and internal realms. Through the collection and subsequent interpretation of information, a holistic understanding of the world's external and internal realms is developed. Therefore, it is essential to adopt a philosophical standpoint and employ corresponding methodologies to shape one's perspectives on knowledge and perceptions of the environment because research involves a systematic pursuit of a reliable solution to a problem, achieved through a thorough and well-organized research design, sample design, data collection method and data analysis techniques. Consequently, research methodology plays a crucial role in research as an empirical study necessitates the exploration of a phenomenon using scientifically accepted methods, which are integral to research methodology. The philosophical concept serves as the foundation for a sequential arrangement of components within research methodology. This chapter provides a concise overview of the philosophical concept of research utilised in this research.

3.2 RESEARCH PHILOSOPHY

Mahmoud (2017: 42) states that the selection of a suitable research method relies on the research philosophy, which is determined by the agreed-upon research strategy for data collection and analytical methods. According to Zukauskas, Vveinhardt and Andriukaitiene (2018), the research philosophy encompasses the development of research assumptions, their knowledge and nature. These assumptions are considered as preliminary statements of reasoning that are derived from intellectual activity and based on the knowledge and insights of the philosophizing individual. Therefore, the research philosophy plays a crucial role in shaping the direction and methodology of research (Zukauskas, Vveinhardt and Andriukaitiene 2018). There are four main research philosophies, namely interpretivist, positivist, pragmatism and transformative paradigms.

3.2.1 Interpretivist research paradigm

Proponents of the interpretive paradigm, as stated by Rahi (2017: 1), emphasize the significance of comprehending a concept in depth and delving into the understanding of the environment in which individuals exist. They strive to construct subjective interpretations of their experiences or perceptions towards specific entities or phenomena. This paradigm is alternatively referred to as Constructivism, Social Constructivism or the Qualitative Research paradigm (Rahi 2017: 1). Interpretivists, as posited by Ulz (2023), advocate for the acknowledgment of multiple realities instead of a singular reality. This research paradigm is widely employed in qualitative studies within the realm of social sciences. The interpretivist perspective asserts that due to the intricate nature of human behaviour, it cannot be effectively examined through the application of probabilistic models commonly utilized within positivist paradigms. Instead, interpretivism emphasizes the creation of knowledge through the interpretation of the meanings attributed by individuals to their behaviours and events (Ulz 2023).

3.2.2 Positivist research paradigm

A positivist research paradigm is a methodological philosophy in quantitative research where an understanding of phenomena must be tested and supported by relevant evidence (Pham 2018: 2). Generally, positivist research attempts to test a theory to increase the predictive understanding of phenomena (Myers 2020: 43). According to Kivunja and Kuyini (2017: 30), the positivist paradigm establishes a framework for conducting research that is firmly rooted in the scientific method of investigation. The authors argue that experimentation, observation and reasoning derived from personal experience should serve as the foundation for comprehending human behaviour. Consequently, they assert that these methods are the sole valid approaches for advancing knowledge and enhancing our understanding of the human condition (Kivunja and Kuvini 2017: 30).

3.2.3 Pragmatism research paradigm

Kaushik and Walsh (2019:2) suggest that pragmatism is founded on the premise that researchers ought to use the philosophical and/or methodological approach that works best for the particular research problem being investigated. This is often linked with mixed-method or multiple-method research. According to Ulz (2023), pragmatists hold the view that reality is in a constant state of flux amidst ever-changing circumstances. As a result, they do not rely on a singular research paradigm but instead utilize the framework that is most relevant to the research inquiry at hand. This often involves a combination of qualitative and quantitative techniques, incorporating both positivist and interpretivist approaches. Pragmatists maintain that the most effective research method is the one that best addresses the research question (Ulz 2023).

3.2.4 Critical/Transformative research paradigm

Kivunja and Kuvini *et al.* (2017) argue that the critical paradigm, also known as the transformative paradigm, aims to address social oppression, conflict, struggle and power dynamics in various forms. It seeks to reshape the political landscape and promote social justice within a specific context. Peters (2022) adds that this paradigm focuses on tackling injustice, inequality and marginalization by recognizing the influence of systems like discrimination and oppression. It prioritizes the need for change and challenges existing norms, while also emphasizing the importance of analysing power dynamics, empowerment, transformation, equality, rights and participation.

This study followed the positivist paradigm as it is commonly related with experiments and quantitative research. Gemma (2018:4) advocates that positivism is considered to be a form of or a progression of empiricism and is one of two methods of foundationalism philosophy – rationalist or empiricist, which believes that knowledge should be impartial and free from any prejudice stemming from the researcher's values and beliefs. A most important objective of positivist inquiry is to generate descriptive relations or causal associations that eventually lead to prediction and control of the phenomena in question (Park, Konge and Artino 2020). Ugwu, Ekere and Onoh (2021: 120) assert that positivism inquiry is employed to investigate causal relationships

within the realm of nature. Its primary objective is to furnish explanations and formulate predictions grounded in quantifiable outcomes (Ugwu Ekere and Onoh, 2021: 120).

3.3 APPROACH TO RESEARCH

Inductive and deductive approaches are two fundamental research methodologies often used in research. According to Abdugarimova and Zubaydova (2021: 373), deductive research involves working from a theory to hypotheses to data, with the aim of either supporting or refuting the theory. On the other hand, inductive research involves working from the bottom-up, using participants' views to identify broader themes and generate a theory that connects these themes. These two approaches are also referred to as quantitative (deductive) and qualitative (inductive) research (Abdugarimova and Zubaydova 2021: 373).

3.3.1 Deductive Approach

According to Okoli (2022: 4), deductive theorizing begins with an established or validated theory and aims to produce a new, validated or enhanced theory. The deductive approach is a research methodology that commences with a theory or hypothesis, which serves as a framework for data collection and analysis. The researcher evaluates the theory or hypothesis by gathering and scrutinizing data to either validate or disprove it. This approach is commonly employed in quantitative research, but it can also be utilized in qualitative research to verify or challenge pre-existing theories or hypotheses (Okoli 2022). DeCarlo (2018) clarifies that deductive approach commences by formulating a persuasive social theory, which is subsequently examined through empirical data to evaluate its implications. In essence, the deductive approach follows a similar sequence of steps as inductive research, albeit in reverse order, progressing from the broader to the more precise levels. It is worth noting that the deductive research approach is mostly linked to scientific inquiry (DeCarlo 2018).

3.3.2 Inductive Approach

According to Okoli (2022: 4), the inductive approach refers to the process of developing theories based on empirical observations rather than pre-existing

theoretical frameworks. The goal of this approach is to generate a theory that is grounded in real-world data and can be tested through further empirical research. Ultimately, the success of inductive theorizing depends on the quality and reliability of the data used to support the theory (Okoli 2022: 4). DeCarlo (2018) explains that an inductive approach involves the collection of data that is pertinent to the subject of interest. After a significant amount of data has been gathered, the researcher temporarily suspends data collection and adopts a more holistic perspective to examine the collected data. During this phase, the researcher endeavours to identify patterns within the data, with the aim of formulating a theory that can explain these patterns. In essence, the inductive approach entails a progression from data to theory (DeCarlo 2018).

The research approach utilized in this study was deductive, which is a commonly employed approach in quantitative and survey research (Woiceshyn and Daellenbach 2018: 7). According to Woiceshyn and Daellenbach (2018: 7), deductive research is characterized by a top-down methodology, wherein a researcher starts with a theory or hypothesis and then proceeds to verify it through the collection and analysis of data. This approach involves testing a theory and drawing conclusions based on the analysis outcomes.

3.4 RESEARCH METHOD

Research method refers to the various tools, techniques, and procedures utilized by researchers to collect, analyse and interpret data in order to address research inquiries or test hypotheses (Chu and Ke 2017: 287). Nur (2018) defines a research method as an instrument that is employed to achieve the goals and attributes of conducting a research process. The selection of a specific research methodology is dependent on the research objectives and the characteristics of the research question (Chu and Ke 2017: 287). The three primary research methods commonly used are qualitative, mixed method and quantitative research.

3.4.1 Qualitative research

Sharma (2018: 5) explains that qualitative research is employed to comprehend the fundamental reasons, viewpoints and incentives by offering perspectives on the issue

or aiding in the formulation of concepts and hypotheses for prospective quantitative research. Essentially, it is an observational technique that is acquired through non-numerical data (Sharma 2018: 5). Aspers and Corte (2019: 142) have suggested that this particular approach is highly suitable for the purpose of revealing significance, comprehending intricate social processes, and delving into the subjective dimensions of a subject matter. Therefore, qualitative research is a versatile methodology that involves thorough exploration, thereby enabling the examination of phenomena within their authentic settings and aiming to interpret empirical evidence based on the subjective interpretations attributed by individuals (Aspers and Corte 2019: 142). Furthermore, this research method focuses on the subjective evaluation of attitudes, perceptions, and Behaviour (Kothari and Garg 2019: 4).

3.4.2 Quantitative research

Quantitative research is viewed as the planned inquiry about phenomenon through the gathering of numerical data and application of statistical, mathematical or computational techniques (Adedoyin 2020:3). Apuke (2017:41) states that quantitative research deals with measuring and analysing variables to obtain results. This method entails the use and analysis of numerical data through by means of certain statistical techniques to respond to questions such as who, how, what, where and when. The foundation of quantitative research is the positivism paradigm that advocates for methods rooted in statistical breakdown that entails other strategies like testing of hypothesis, mathematical exposition, inferential statistics, experimental and quasi-experimental design randomization, blinding, structured protocols, and questionnaires with restricted variety of pre-arranged answers (Adedoyin 2020:13. According to Burrell and Gross (2017), the utilization of quantitative research aims to assess behaviours, opinions, attitudes and various variables, enabling the derivation of inferences from a broader population. The results obtained from quantitative research furnish a comprehensive depiction of the factors that hold significance or exert influence within a particular population. Furthermore, quantitative research facilitates an understanding of the frequency at which a phenomenon occurs and the magnitude of its impact on the sample (Burrell and Gross 2017).

Figure 3.1 provides an illustration that outlines quantitative research methods.

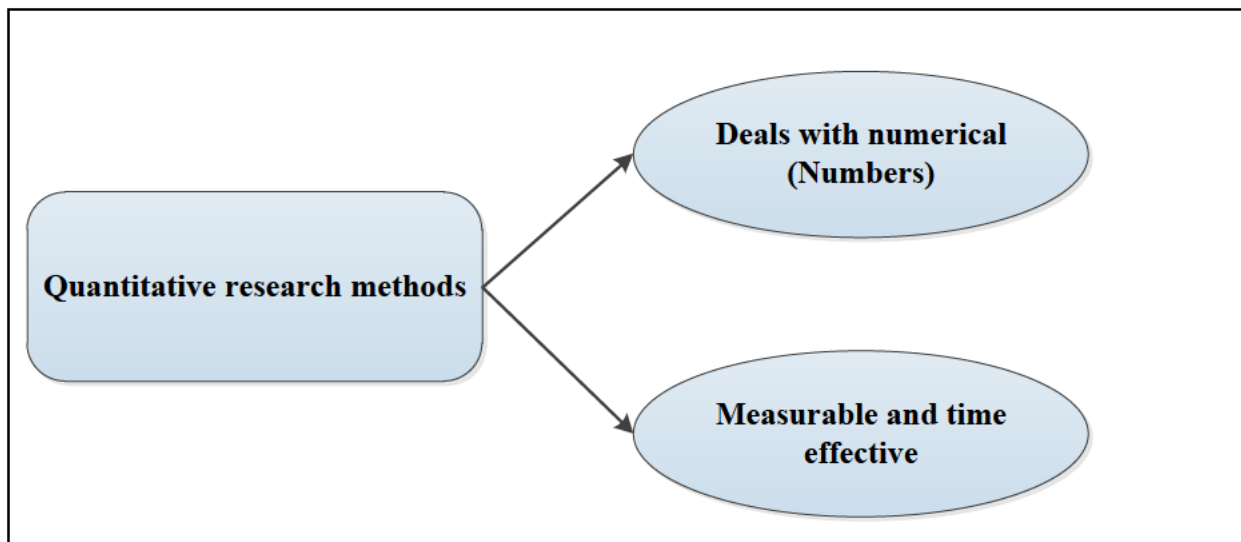


Figure 3.1: Illustration of quantitative research methods
Source: Myers (2020:8). Adapted.

3.3.3 Mixed methods

Mixed methods research incorporates philosophical assumptions that provide guidance for the collection and interpretation of diverse data sources within a single study (Dawadi, Shrestha and Giri 2021:27). According to Sharma (2018: 6), mixed methods research is a research methodology that combines the gathering, examination, and merging of both quantitative (such as experiments and surveys) and qualitative (such as focus groups and interviews) research. This approach provides a more thorough comprehension of the research issue by avoiding the constraints of solely relying on quantitative or qualitative approaches. Furthermore, it addresses the drawbacks of both research methods, as highlighted by Sharma (2018: 6).

The research method adopted for this study is a quantitative research method. This research method is precise, reliable, and consistent. Quantitative research design aims to control the relationship between an independent variable and a dependent variable (Abuhamda, Imail and Bsharat 2021:74). Kumatongo and Muzata (2021: 21) posit that quantitative research is a rigorous and objective approach to conducting research, relying on scientific methods rather than subjective feelings, opinions, values, or personal interpretations. As such, a quantitative researcher employs methods that are akin to those used in the natural sciences, with the aim of ensuring objectivity, generalizability and reliability (Kumatongo and Muzata 2021: 21).

3.5 RESEARCH DESIGN

Research design is a mapping strategy. It is essentially a description of the objectives of the investigation as well as the tactics for obtaining data, analysing data and reporting conclusions (Creswell and Creswell 2018: 15). This allows a researcher to address the study problem rationally and as clearly as possible. Islam (2019:3) opines that a research design constitutes decisions about what, where, when, how much and how to conduct an investigation. The nature of the problems influences the research design selection. Each study design contains a variety of research methods that are typically used to gather and analyse the data provided by the investigations (Walliman 2018:3).

Edmonds and Kennedy (2017:1) state that depending on how the study objectives are linked, the researcher may select one of three types of research designs: descriptive, explanatory or exploratory research designs. Each of the study categories enables the researcher to conduct the investigation using the most appropriate methodology. The three research kinds are described in detail below, namely the descriptive, explanatory and exploratory research designs.

3.5.1 Descriptive Research Design

Descriptive research is quantitative and conclusive. Surveys and various types of fact-finding inquiries are included in this form of design (Kothari and Garg 2019:2). Its designs are planned and structured in advance to ensure that all obtained data could be statistically displayed and drawn upon (Tshabangu, Ba' and Madondo 2021:6). According to Khaldi (2017: 21), descriptive research allows the researcher to collect data on present conditions, situations and events.

3.5.2 Explanatory Research Design

Babbie (2020:121) defines explanatory research as the discovery and reporting of relationships between distinct parts of the phenomena under examination. According to Sakyi, Musona and Mweshi (2020: 300), explanatory research involves conducting a thorough analysis of cause and effect. This method is commonly used in doctoral research, where the focus is on exploring originality and conducting in-depth analysis. By emphasizing the reasons and methods, explanatory research aims to uncover the

underlying factors and mechanisms that contribute to the phenomenon being studied (Sakyi *et al.* 2020: 300).

3.5.3 Exploratory Research Design

Boru (2018: 3) posits that exploratory research is conducted when there is insufficient knowledge about a phenomenon and an undefined problem. Its objective is not to provide definitive and conclusive answers to research questions, but rather to delve into the research topic with varying degrees of thoroughness (Boru 2018: 3). According to Dawadi, Shrestha and Giri (2021: 31), the exploratory design is a three-phase study that adheres to the constructivist principle. In the initial phase, researchers thoroughly investigate an issue, and as they progress to the second phase, they adopt the post-positivist principle to identify and measure variables and statistical trends. Tshabangu *et al.* (2021: 7) assert that open-ended questions are commonly employed in this type of study to elicit comprehensive information, utilizing instruments such as interviews, focus groups and semi-structured surveys.

The research design adopted for this study is the exploratory research design. The researcher adopted exploratory research design since this approach plays a crucial role in providing valuable insights for future investigations, regardless of whether they are conducted by the same researcher or by others. Moreover, this approach offers remarkable adaptability and cost-efficiency, granting the researcher the freedom to proceed in the manner they deem most suitable (George 2023). Exploratory studies provide a methodological experience that may be used to develop better and more comprehensive designs for future studies (Grnmo 2020:156). Furthermore, exploratory investigations are also carried out to create, improve and test methods, policies and instruments (Bairagi and Munot 2019:10).

In summary, exploratory research aims to familiarize the researcher with the problem and generate insights for further investigation, given that exploratory research is crucial for exploring complex problems and lays the groundwork for future research by clarifying concepts.

3.6 RESEARCH STRATEGY

A research strategy refers to a systematic plan or scheme that provides guidance throughout the process of searching for and evaluating information (Malhotra 2017: 172). It encompasses the comprehensive approach adopted by researchers to conduct a study and collect data, involving critical decisions pertaining to the methodology, data collection techniques and data analysis methods to address specific research questions or objectives (Malhotra 2017: 172). According to Adams and McGuire (2022: 405), a research strategy can be defined as the distinct methods and protocols employed by researchers to gather, scrutinize, and interpret data. Several commonly utilized research strategies include survey, experiments, case studies, ethnography and grounded theory.

3.6.1 Survey

According to Walliman (2021: 97), a survey is a research technique that utilizes a questionnaire to collect data from a representative sample of respondents. Questionnaires are an effective tool for obtaining quantitative data as they allow researchers to structure their inquiries and gather responses without the need for direct communication with each individual respondent (Williman 2021: 97). Taherdoost (2021: 24) argues that surveys are a suitable method for determining feelings, opinions, and thoughts. The purpose of surveys can be both broad and specific. Surveys can gather a substantial amount of data through telephone calls, emails or face-to-face interviews, and data can be collected through self-completion surveys or by an interviewer.

3.6.2 Experiments

Taherdoost (2021: 30) asserts that experiments serve as a prominent and primary approach for data collection. This method allows researchers to construct a research scenario, select participants, and manipulate independent variables, typically with a restricted and small sample size, to examine their impact on a dependent variable. Chu and Ke (2017: 289) further support this notion by stating that experiments are a well-established technique for gathering data, involving the implementation of a systematic procedure to investigate the subject of study in either a controlled

laboratory environment or a real-world field setting, known as laboratory experiments and field experiments, respectively. According to Rahi (2017: 2), the experimental method involves a methodical examination of variables to determine how one variable affects others. This approach is particularly useful for investigating causal relationships between variables and is commonly employed by researchers for this purpose.

3.6.3 Case Studies

Case studies are used when researchers intend to gain a comprehensive understanding of a certain phenomenon (Coombs 2022: 1). Kumatongo and Muzata (2021: 26) define a case study as an in-depth examination of a person, group of people, unit, phenomena, or institution. Additionally, researchers describe it as a systematic investigation of an individual, group, community or other unit in which the researcher analyses data in relation to multiple variables (Kumatongo and Muzata 2021: 26).

3.6.4 Ethnography

Ethnographic study, as described by Malhotra (2017: 179), has its roots in the discipline of social and cultural anthropology. This research approach necessitates the ethnographer to spend a considerable amount of time in the field, immersing themselves in the lives of the individuals under study. Scalcău (2021: 118) defines ethnographic research as an approach aimed at describing and analysing specific practices and beliefs of various culture-sharing groups. This method proves highly valuable in comprehending social processes from the perspective of the participants involved. However, its main limitation lies in the substantial time commitment it demands, which may be unfeasible for many academic researchers. Additionally, conducting ethnographic research requires a profound understanding of cultural anthropology, and researchers must also exhibit a high level of sensitivity towards the needs of the participants. Furthermore, they must carefully consider the potential impact their study may have on both the individuals and the locations being explored (Scalcău 2021: 118).

3.6.5 Grounded Theory

Grounded Theory, as described by Nel and Govender (2018: 2), is a qualitative research methodology commonly employed in the investigation of societal processes within the social sciences. However, its applicability extends beyond these disciplines, as it has been utilized in various fields such as nursing and dentistry. The primary objective of Grounded Theory is to comprehend and describe the social contexts that individuals must adapt to (Nel and Govender, 2018: 2). Scalcău (2021: 118) further explains that this research approach involves the development of an abstract theory based on the perspectives of the participants, focusing on processes, actions, or interactions.

For this study, a survey was adopted as the primary method to gather information from a selected group of respondents. Survey research involves the utilization of pre-established questions to depict or elucidate characteristics of a significant population or multiple groups. This approach proves to be cost-effective, adaptable and enables the acquisition of data from a substantial sample size (Kapur 2018: 17). Apuke (2017: 44) further explains that surveys are a form of quantitative research that focuses on sampling questionnaires, designing questionnaires, and administering them to gather data from the targeted group or population. Subsequently, analysis is conducted to gain a better understanding of their behaviour or characteristics.

3.7 TARGET POPULATION

Singh (2019: 8) explains that the target population encompasses all population units from which the sample is drawn, while the sample refers to the group of units that participated in the research. The degree to which one can generalize one's research findings to the target population is known as generalizability (Singh 2019: 8). According to Wu and Thompson (2020: 6), the population is defined as the group of units that the study aims to cover. Arnab (2017: 1) agrees that a population is a collection of items in a specific place at a particular time and is often the focus of research. Thus, the study focused on a specific target population (N) consisting of 1300 employees from the Department of Employment and Labour, KwaZulu-Natal. These employees are distributed across 17 distinct labour offices located in the KwaZulu-Natal province. The total number of individuals included in the target population was obtained from the Human Resources Management vacancy status

report and staff establishment of the Department of Employment and Labour in KwaZulu-Natal.

3.8 SAMPLING FRAME

A sampling frame is a set of empirical cases from which a sample will be selected. It is a set of guidelines for selecting a sample from a target population (Wu and Thompson 2020: 9). The sampling frame must possess certain characteristics, namely being comprehensive, up to date and devoid of any omissions in terms of units (Arnab 2017: 2). As stated by McCombes (2021), the sampling frame refers to the definitive list of individuals from which the sample will be drawn. Ideally, this list should encompass the entire target population while excluding any individuals who do not belong to that population. In the context of this study, the sample frame consists of permanent employees from the Department of Employment and Labour in KwaZulu Natal, encompassing individuals of all genders and age groups. The researcher utilized the staff establishment obtained from the PERSAL system to randomly select employees at the Department of Employment and Labour in KwaZulu Natal.

3.9 SAMPLING METHOD

A sample method is a specific strategy developed prior to data collection from a sample drawn from a particular population (Devi 2017:23). According to Patel and Patel (2019: 51), a sample design refers to a predetermined strategy formulated before data collection, with the aim of obtaining a representative subset from a specific population. Mishra and Alok (2022: 8) assert that a sample design involves a precise outline established before data collection, aiming to acquire a sample from a defined universe. A sampling method, as stated by Taherdoost (2017: 20), is a crucial component of research that determines the likelihood of drawing any possible sample from a finite population. It serves as the methodology employed to select a representative sample from a target population for research purposes. The objective of sampling design is to ensure that the chosen sample enables researchers to generalize their findings to the entire population under investigation. Sampling method can be classified into two primary categories: probability and non-probability sampling (Vijayamohanan Pillai 2021: 6). Nanjundeswaraswamy and Divakar (2021: 326) further classify sampling methods into two main categories: probability sampling

methods, also known as random sampling, and non-probability sampling methods, also referred to as non-random sampling methods.

3.9.1 Probability sampling

Probability sampling counts on probability theory and entails the use of any tactic in which samples are chosen in a way that every part of the population has a known and non-zero and equal chance of being selected (Mweshi and Sakyi 2020:185). In agreement, Vijayamohan Pillai (2021: 6) specified that a probability sample is one that has been selected randomly in some way and as a result, each element in a population has a recognized chance of being chosen. It discusses the procedures used to create the sample based on known probabilities, allowing one to make conclusions about the population of interest following analysis (Casteel and Bridier 2021:341). Datta (2018: 2) asserts that the utilization of this sampling technique diminishes the likelihood of systematic errors and mitigates the occurrence of sampling biases. By employing probability sampling techniques, a more accurate and representative sample is obtained, enabling inferences drawn from the sample to be applicable to the entire population (Datta 2018: 2). Probability sampling consists of (a) simple random sampling, (b) systematic random sampling, (c) stratified random sampling and (d) cluster sampling.

- a) *Simple random sampling* is also known as chance sampling, where every element of the population has an equal chance of inclusion in the sample and each one of the possible samples has the same probability of being selected (Devi 2017: 23). Thomas (2023) affirms that simple random sampling requires the investigator to create a precise sampling frame, then select specific items from the sampling frame using mathematical equations to determine the precise element required to form part of the study sample.
- b) *Systematic sampling* refers to the method of selecting every n^{th} case after a random start, as stated by Singh (2019: 13). To illustrate, when conducting a survey on a sample of consumers, one may choose every fifth consumer from the sample. The simplicity of this sampling technique is its notable advantage (Singh 2019: 13).
- c) To obtain a representative sample, it is necessary to apply a *stratified sampling* technique when the population from which the sample is drawn is not

homogeneous (Devi 2017: 24). According to McCombes (2019), stratified sampling involves dividing a population into sub-groups that have noticeable distinctions. This method ensures that each sub-group is well-represented in the sample, leading to more precise conclusions. To carry out this sampling technique, the population is divided into strata, which are sub-groups based on a relevant characteristic (McCombes 2019).

- d) *Cluster sampling* is employed in situations where it is exceedingly challenging to construct a sampling frame owing to the vastness of the population. This approach involves dividing the population into clusters based on their geographic location. Subsequently, a comprehensive list of all clusters is compiled, and researchers randomly select a specific number of clusters to be included in the study (Elfin and Negida 2017: 2).

3.9.2 Non-probability sampling

Myburgh (2019:14) states that non-probability sampling is a sampling technique that does not make use of random selection, meaning that some elements of the population are more probable to be selected than others, specifying that a level of prejudice exists in utilizing this method. There are three types of non-probability sampling methods, namely convenience or accessibility sampling, snowball sampling and quota sampling.

- a) *Convenience sampling* is a method where samples are selected based on the investigator's convenience, making data collection on a specific issue easier. However, it is crucial to acknowledge that the likelihood of misinterpreting population characteristics is higher when using convenience sampling (Nanjundeswaraswamy and Divakar 2021: 326). Commonly employed forms of convenience sampling include mall-intercept surveys, volunteer surveys, observational studies and snowball sampling (Mukherjee 2020: 99).
- b) *Snowball sampling*, also referred to as network sampling or chain sampling, involves using a previous case or research site as a starting point to identify and recruit additional participants for the study (Myers 2020: 44). According to Elfin and Negida (2017: 3), snowball sampling is particularly useful for reaching populations that are difficult to access or locate.

- c) According to Sharma (2017:751), *quota sampling* aims to achieve a sample that is representative of the population being studied by ensuring that the strata or clusters under investigation, such as male versus female employees, are proportional to the population. However, Devi (2017:24) notes that this sampling technique is typically based on judgement rather than random selection.

This study employed a simple random sampling method, which is widely recognized for its simplicity and effectiveness in eliminating biases (Thomas, 2023). This sampling method requires minimal expertise about the target population and ensures the generation of a representative sample. Moreover, the researcher opted for this approach due to its expediency, cost-effectiveness and ease of implementation. As stated by Datta (2018: 2), simple random sampling minimizes the occurrence of systematic errors and sampling biases, thereby enhancing the representativeness of the obtained sample.

3.10 SAMPLING SIZE

Mukherjee (2020:82) asserts that to estimate an unknown population parameter, it is essential to have an appropriate sample size. This can be determined by considering either the relative standard error of the estimate or the length of the confidence interval, along with a specified confidence coefficient. The calculation of the required sample size can be performed using statistical software, based on specific assumptions. In the absence of such assumptions, an arbitrary sample size is set for a pilot study (Andrade 2020: 102). According to Johnson and Shoulders (2019:296), the sampling size method proposed by Krejcie and Morgan (1970) is widely utilized and frequently referenced. Thus, the sample size for this study was determined from Table 3.1 developed by Krejcie and Morgan (1970). Krejcie and Morgan (1970) suggest that for a population size of 1300, a sample of 297 is deemed suitable to represent the entire population.

Table 3.1: Determining the Sample Size of a Known Population

N	S	N	S	N	S	N	S
100	80	280	162	800	260	2800	338
110	86	290	165	850	265	3000	341
120	92	300	169	900	269	3500	346
130	97	320	175	950	274	4000	351
140	103	340	181	1000	278	4500	354
150	108	360	186	1100	285	5000	357
160	113	380	191	1200	291	6000	361
170	118	400	196	1300	297	7000	364
180	123	420	201	1400	302	8000	367
190	127	440	205	1500	306	9000	368
200	132	460	210	1600	310	10000	370
210	136	480	214	1700	313	15000	375
220	140	500	217	1800	317	20000	377
230	144	550	226	1900	320	30000	379
240	148	600	234	2000	322	40000	380
250	152	650	242	2200	327	50000	381

Source: Krejcie and Morgan (1970). Adapted.

3.11 SAMPLING PROCEDURE

In accordance with McCombes (2019), this study employed a simple random sampling method. To execute the process of sampling, the researcher acquired a list of employees from the Department of Employment and Labour, KwaZulu-Natal staff establishment's Persal system. This list consisted of a complete count of N=1300 employees. Each employee on the compilation was allocated a distinctive number spanning from 1 to 1300. To accomplish the desired sample size of n=297, the researcher engaged in a random selection process. Commencing with the initial employee on the compilation, the researcher at random selected every fourth worker. This process persisted until the sample size of 297 individuals was attained. By utilizing this method of sampling, the researcher sought to guarantee that every worker within the personnel establishment had an equal probability of being incorporated in

the sample. This strategy aids in minimizing prejudice and enhancing the applicability of the findings to the broader population of employees.

3.11.1 DATA SOURCES

In the realm of research, there are two main sources from which data can be obtained, namely primary data and secondary data.

3.11.1.1 Primary data

Primary data, as defined by Walliman (2021: 70), pertains to the initial and most immediate documentation of a given scenario. In the absence of such recorded data, comprehending anything beyond the most fundamental occurrences and conveying information to others would pose a challenge. Duggal (2023) provides further elucidation, stating that primary data is acquired firsthand from the primary source and has not been utilized previously. To collect primary data for this study, questionnaires were employed to gather information from employees of the Department of Employment and Labour, KwaZulu-Natal.

3.11.1.2 Secondary data

According to Duggal (2023), secondary data can be defined as data that has been formerly collected by another individual or organisation. It serves as a more cost-effective and convenient approach to data collection in comparison to primary data. In the words of Taherdoost (2021: 12), secondary data encompasses information that has been gathered by someone else for a distinct purpose and is readily accessible through published sources. Islam (2020: 12) further elaborates on secondary data as a type of information that has already been disseminated through various mediums such as books, newspapers, magazines, journals, articles, online portals and similar sources. In the context of this specific investigation, the procurement of secondary data involved the utilization of literary works, scholarly journals, research articles, internet sources and published text.

3.12 MEASURING INSTRUMENT

The researcher used a closed-ended questionnaire as a research instrument for data collection. The questionnaire was written in English since it was a language that was understood by all the participants of this study. The questionnaire consists of four sections that seek to address the subjects that originated from the literature review, and was subsequently examined as follows:

- The first section involved evaluating the personal and professional details of the individuals being studied.
- The second section aimed to measure the level of support or opposition of employees towards organisational change by examining their affective attitude. This was achieved by selecting eight items from Kin and Kareem (2017: 443) and four items from Tsaousis and Vakola (2018: 23).
- The third section focused on evaluating the cognitive attitude of employees towards organisational change to gain insights into their perceptions and opinions. Eight questions were derived from Kin and Kareem (2017: 443) and four items were adopted from (Tsaousis and Vakola 2018: 23).
- The fourth section aimed to assess the behavioural disposition of employees towards organisational change within the Department of Employment and Labour. This was done by determining whether employees exhibited a positive inclination, acceptance, indifference, or resistance towards organisational change. Eight items were adopted from Kin and Kareem (2017: 443) and four items were selected from (Tsaousis and Vakola, 2018: 23).

The phrasing of the questionnaire was slightly modified by the researcher to fit this study. A measurement tool known as the Five-Point Likert scale was employed to assess attitudes and opinions. This scale enabled individuals to articulate their level of disagreement or agreement (strongly agree, disagree, neutral, agree and strongly agree) towards a specific statement. Rahi (2017: 4) asserts that Likert-type scales are frequently employed in survey questionnaires to assess observations and attitudes. The existing body of literature indicates that a five-point scale is easily understandable for respondents and facilitates a more effective expression of their viewpoints (Rahi, 2017: 4).

3.13 DATA COLLECTION METHODS

According to Simplilearn (2023), data collection is the process of collecting and evaluating information or data from various sources to find answers to research problems. It involves the gathering and evaluation of information from multiple sources to address research problems; answer questions; assess outcomes; and predict trends and probabilities (Simplilearn 2023). The utilization of data collection methods and the subsequent acquisition of data are inherent in the concept of research (Mkandawire 2019). However, the process of data collection requires careful and precise handling in research studies. It is crucial to obtain data from appropriate channels and employ suitable means to ensure the validity and reliability of research findings (Mkandawire 2019). According to Pal (2017: 2), data collection can be categorized into two methods: primary data collection and secondary data collection. Primary data refers to information collected directly from primary sources by researchers for the first time, while secondary data is data that has already been collected by others and can be readily accessed by researchers for their studies (Mwita 2022: 534). Various methods, such as questionnaires, observations, and interviews, can be employed to acquire primary data (Sadan 2017: 58). Primary data is often considered raw data as it is obtained directly from the study areas (Kapur, 2018: 33). The following section briefly describes each source of information for primary data:

- a) A questionnaire is a research tool comprising a sequence of inquiries designed to gather information from participants and can be regarded as a written form of interview (McLeod 2023). According to Patel *et al.* (2019: 52), questionnaires serve as a means of data collection in extensive geographical regions. Consequently, questionnaires are dispatched to the research locations and distributed among the respondents. This method proves to be efficient in terms of time and cost, although its primary limitation lies in the potential lack of accuracy in the responses provided by the participants (Patel *et al.* 2019: 52).
- b) Observation, as defined by Bhandari (2020), refers to a systematic approach employed by researchers to carefully examine and document their observations of a given situation. This method enables the evaluation of individuals' behaviours in both controlled settings, where the subjects are aware of being observed; and uncontrolled settings, where the subjects remain unaware of the

observation. The effectiveness of this method lies in its simplicity and independence from the direct involvement of other participants (Bhandari 2020).

- c) Interviews are a data collection technique in which an interviewer asks the participants questions face-to-face, by phone or online. The interview seeks to explain the connotations of dominant themes in the life world of the respondents and to comprehend the gist of what respondents say (Moser and Kortsjens 2018:10). The advantage is that interviews can adapt the line of conversation to the partakers, and the disadvantage is that it is expensive.

For this study, primary data was collected through a structured questionnaire. Mwita (2022: 534) defines a questionnaire as a document that contains questions or statements designed to obtain responses from research subjects or respondents to achieve research objectives. The questions in a questionnaire can be classified as open-ended or closed-ended. Open-ended questions aim to gather opinions or seek clarifications, requiring respondents to provide their own written responses in their own words. On the other hand, closed-ended questions restrict respondents by offering a predetermined set of options for each question or statement, from which the respondent is expected to choose the most suitable or correct option (Mwita 2022: 533). Abawi (2017: 10) specifies that a questionnaire allows for gathering of both subjective and objective data in a large sample of the study population in order to attain results that are statistically significant, particularly when resources are restricted. Cheung (2021) emphasizes that structured questionnaires are widely acknowledged as the primary instrument for measuring in survey research. The use of structured questionnaires is closely linked to quantitative analysis, as highlighted by Cheung (2021). Closed-ended questions in structured questionnaires minimize the risk of interviewer or response bias since the options are predefined. This enhances the reliability of the data (Hadler 2023; 26). The structured nature of questionnaires makes them highly replicable.

3.14 PILOT TEST

According to In (2017: 602), the main goal of a pilot study is to investigate the practicality of a specific course of action. Researchers need to decide whether to move forward with the suggested action and how to proceed. Furthermore, a pilot study is

distinguished by its smaller size when compared to the main study. The importance of the pilot study lies in its capacity to improve the quality and effectiveness of the main study (In 2017: 602). Lowe (2019:117) defines a pilot study as a minor viability study intended to test different facets of the approaches scheduled for a larger, more strenuous, or confirmatory research. A pilot study enables the researcher to gain some systematic knowledge of the universe and its population which would be based on the main study (Dźwigoł 2020: 7). The main intent of a pilot study is to avoid the incidence of errors in the main study (Lowe, 2019:117). According to Thomas (2017), the main goal of the pilot study is to improve the questionnaire to ensure that respondents can answer the questions without any problems. This also helps the researcher determine if the relationships between the phenomena being studied are valid or not. As a result, a pilot test was carried out in the current study, involving 15 employees. Viechtbauer, Smits, Kotz, Budé, Spigt, Serroyen and Crutzen (2015:1377) suggest that an optimal pilot sample size should be "at least" 5% of the main sample (n). Therefore, it is important to note that these 15 employees make up 5% of the total sample size, which is n=297 and did not form part of the main study.

3.15 VALIDITY AND RELIABILITY

According to Mohajan (2017: 1), the evaluation of any measurement instrument or tool for sound research necessitates the consideration of two paramount and foundational aspects, namely reliability and validity. Reliability pertains to the consistency and dependability of the obtained results, while validity signifies the accuracy and authenticity of the findings (Mohajan 2017: 1).

3.15.1 Validity

According to Cash, Isaksson, Maier and Summers (2022: 12), quantitative studies often require prioritizing either internal or external validity. Internal validity refers to the extent to which evidence supports conclusions, typically causal, within the specific study's context and integrity. On the other hand, external validity pertains to the extent to which conclusions from a particular study can be applied to other contexts, with implications in the broader world (Cash *et al.*, 2022:12). Validity is defined as the degree to which an instrument measures what it claims to measure, thereby determining the accuracy of the results (Mohajan, 2017:14). Sürücü and Maslakçi

(2020:2697) argue that the measuring instrument must effectively capture what it intends to measure for researchers to obtain favourable findings. Consequently, the validity of the questionnaire items was assessed through factor analysis in the subsequent chapter (section 4.8).

3.15.2 Reliability

Reliability pertains to the consistency of a variable, specifically the extent to which measurements obtained from a particular instrument are free from errors and yield consistent results (Sileyew 2020). According to Mohajan (2017:10), reliability measurement ensures that outcomes are constant and have equivalent values, thereby measuring the uniformity, repeatability, precision and dependability of research. Testing for reliability is crucial as it determines the stability of a measuring instrument across its components (Taherdoost 2016:33). A test or scale is considered reliable if repeated measurements under constant conditions produce the same result. To evaluate the reliability of the study variables, constructs were measured using Cronbach's alpha, as shown in chapter 4 (section 4.8.2).

3.16 DATA ANALYSIS

Statistical analysis, as expounded by Islam (2020: 11), entails the examination of either a data set or a sample of data. The realm of statistical analysis can be broadly classified into two distinct categories, namely descriptive statistics, and inferential statistics (Islam 2020: 11). Descriptive statistics, as stated by Fulk (2023: 63), serve the purpose of elucidating and summarizing data by presenting a comprehensive portrayal of the significant attributes inherent in the sample. This endeavor is accomplished via the utilization of measures of central tendency, such as the mean, median and mode, alongside measures of dispersion, which encompass the range, standard deviation, quartile deviation and variance (Fulk 2023: 63). Conversely, Rashid (2021: 72) posits that inferential statistics concentrate on the act of generalizing findings obtained from a sample to a broader population. According to Rashid (2021: 72), this task is executed through the implementation of statistical models, which encompass the analysis of variance, chi-square test, student's t distribution and regression analysis. Kapur (2018:52) asserts that data analysis

involves the application of techniques to organize, structure, and derive significance from the collected data.

For this study, data was collected from 300 participants using a closed-ended questionnaire and was methodically organized and examined using Microsoft Excel. Subsequently, the data was transposed to the Statistical Package for the Social Sciences (SPSS version 28), a widely utilized software program specifically created for statistical analysis. This facilitated a more comprehensive analysis of the data, as SPSS proffers an extensive array of statistical techniques and tests. The data was scrutinized employing both descriptive and inferential statistics. Descriptive statistics were applied to summarize and show the principal attributes of the data, such as measures of central tendency (mean, median, mode) and measures of dispersion (standard deviation, range). This furnished a lucid and succinct overview of the data. On the other hand, inferential statistics were utilized to draw deductions and make inferences about the population predicated on the sample data. This entailed utilizing diverse statistical tests, such as t-tests, analysis of variance (ANOVA), confirmatory factor analysis, correlations to ascertain if there were any momentous disparities or relationships between variables. The outcomes of the analysis were subsequently presented in the ensuing chapter of the study. To enhance the understanding and interpretation of the findings, the results were displayed in the form of tables, diagrams and graphs.

3.17 ETHICAL CONSIDERATIONS

The concept of ethics pertains to the moral principles and values that guide an individual's conduct (Al-Rahman 2017: 107). It encompasses various virtues such as morality, honesty, justice, and truthfulness (Leavy 2017: 24). Considering this, adherence to the university's policies and regulations concerning the use of human subjects in research necessitates the consideration of ethical requirements. As such, the following ethical standards have been taken into account during the research process:

- Permission was granted by the Director General of the Department of Employment and Labour, South Africa, to conduct the study.
- The participants were provided with comprehensive information regarding the objectives and methodology of the study. It is important to note that their

involvement in the study was entirely voluntary, and they had the freedom to withdraw at any point.

- The responses provided by the respondents were treated with utmost confidentiality, ensuring that there was no violation of their privacy or anonymity.
- It was assured that no harm will be caused to any individual because of their participation in the study.

3.18 CHAPTER SUMMARY

This chapter contained a full overview of the research strategy and methods. The chapter covers data sources, primarily focusing on primary data and the use of structured questionnaires. It explained the importance of primary data for research and provides a step-by-step procedure for data collection. In the context of the study, the sample frame is established using permanent employees at the Department of Employment and Labour, KwaZulu Natal. The structured questionnaire was employed for data collection, ensuring a systematic and unbiased approach. It describes how the data was collected from the participants who were randomly selected in all the offices of the Department of Employment and Labour, KwaZulu Natal. The procedures used to collect and analyse the empirical data for the study were also described. The study's research objectives were outlined, as well as the research methodology and approach employed to achieve them, a detailed overview of research paradigms, sample techniques, data collection methodologies, and the significance of doing a pilot study. The subsequent chapter of this study focuses on the comprehensive analysis of data and the interpretation of the results.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter provides a thorough examination of the data gathered to investigate the attitudes and behaviour of employees towards organisational change within the Department of Employment and Labour in KwaZulu-Natal, South Africa. The research design employed in this study followed a quantitative approach. The primary method of data collection was through the distribution of a questionnaire to 300 participants, resulting in a response rate of 100%. The data collected was then captured using SPSS version 28 and analysed using various statistical tools, applying a significance level of 0.05. Descriptive and inferential statistics were utilised to examine the findings and draw meaningful conclusions.

4.2 Descriptive Statistics and Demographic characteristics

According to Kaur, Stoltzfus and Yellapu (2018: 60), descriptive statistics serve the purpose of characterising the fundamental attributes of data in a given study. These statistics offer concise summaries of both the sample and the measures, and when combined with basic graphical analysis, they constitute the foundation of nearly all quantitative data analyses (Kaur, Stoltzfus and Yellapu, 2018: 60). In this section, the demographic characteristics of the respondents are outlined, including gender, race, age group, marital status, educational qualifications and their employment status within the Department of Employment and Labour.

4.2.1 Gender distribution

The gender distribution of respondents is portrayed in Figure 4.1. The data revealed that 51% of respondents were male, while 49% of the total population were female. Overall, the data suggests a balanced gender distribution within the dataset, which shows that the organisation is fulfilling the requirements of the Employment Equity Act 55 of 1998. However, Buribayev and Khamzina (2019: 113) noted a persistent existence of gender disparities within the professional sphere, pinpointing gender bias as a significant determinant by researchers. Despite the advancements made in this

area, including improvements in domestic legal systems and the adoption of global standards, the problem of discrimination against women remains a significant issue in today's society (Buribayev *et al.* 2019: 113).

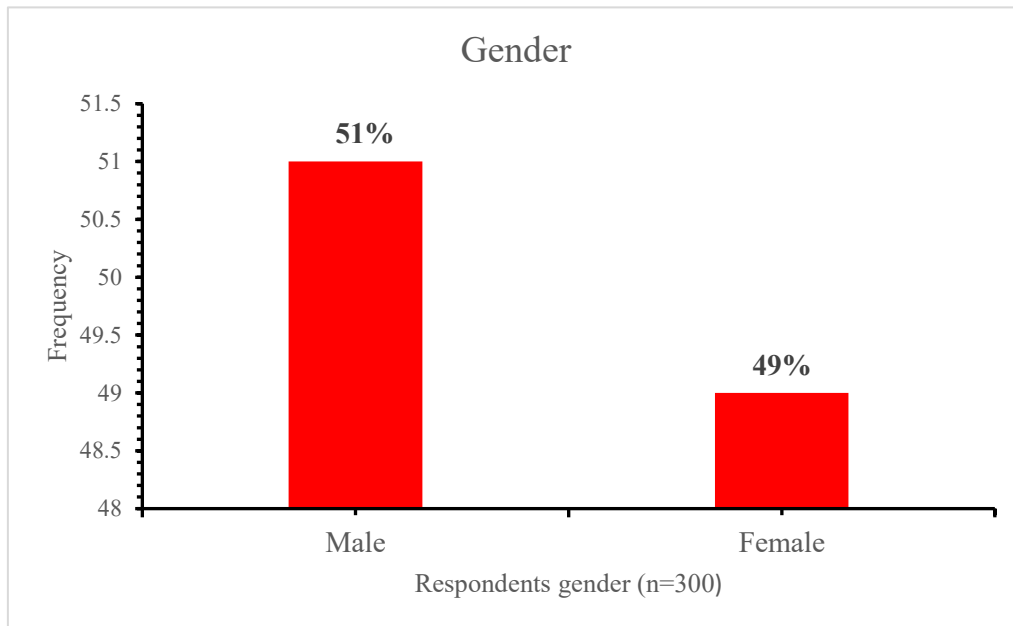


Figure 4.1: Gender distribution of respondents

4.2.2 Race

Figure 4.2 shows the racial background of the respondents within the dataset. The data reveals that a significant proportion of them identified as African (82.3%), followed by smaller percentages of Coloured (8%), Indian (7%) and White (2.7%).

The clarification behind the racial disparities of the respondents might be due to the Employment Equity Profile for Department of Employment and Labour KwaZulu Natal which is always applicable when the Department is conducting its recruitment and selection processes. Nonetheless, the data provides an overall insight into the racial diversity of the dataset's population. According to Green (2021: 6), the attitudes of individuals towards organisational change may be impacted by their race. It is not uncommon for organisations to exhibit racial disparities, which can result in feelings of exclusion among racial minorities (Green 2021: 6).

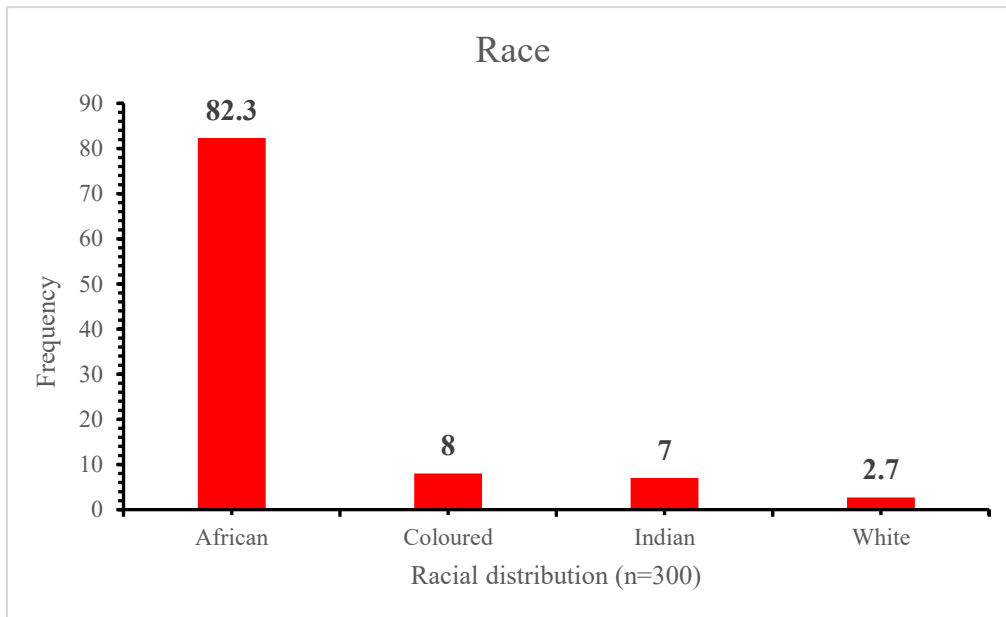


Figure 4.2: Racial profile of the respondents

4.2.3 Age group

The age group distribution of the respondents is presented in Table 4.1. The data reveals that most (46.7%) of the respondents fell into the age group 26-35 years. The 36-45 age group follows representing 26.7% of the respondents. Respondents within the 18-25 age-group constituted a relatively smaller portion of the dataset, accounting for 12.7% of the total. The subsequent age group 46-55 is even smaller, comprising 9% of the dataset while 5% of the respondents fell within the 56–65-year age group. As posited by Griesse (2020), the younger generation exhibits a greater propensity to perceive change as a favourable prospect and is more adept at managing it compared to their older counterparts. This can be attributed to their familiarity with hectic lifestyles and their ability to maintain a holistic outlook, thereby prioritising a work-life equilibrium. Conversely, the baby boomer generation has surpassed the age of 30 without necessitating a need for self-reinvention (Griesse, 2020).

In summary, the statistics provide valuable insights into the age distribution of the dataset's population. The majority fall within the 26 to 35 age range, with a balanced distribution across the other age groups, demonstrating a variety of ages represented in the dataset. It is anticipated that individuals in the age range of 26 to 35 may exhibit a greater receptiveness to organisational change and flexibility owing to their exposure to technology and evolving work settings.

Table 4.1: Age distribution of the respondents

		Frequency	Percent
Age	18-25	38	12.7
	26-35	140	46.7
	36-45	80	26.7
	46-55	27	9.0
	56-65	15	5.0
	Total	300	100.0

4.2.4 Educational qualifications

The data in Table 4.2 presents respondents' educational qualifications. Amongst the 300 respondents in the study, 114 held a diploma qualification, accounting for 38% of the total. This suggests that the majority of respondents obtained a diploma as their highest qualification level. The respondents who held degree qualifications comprised 94 individuals, making up 31.3% of the total population. This indicated that a notable portion of the sample had completed degree programmes as their highest level of qualification while a further 10.3% had completed an honours degree. The data also showed that 18% of the respondents had only completed matric, while 1.7% held a master's degree. In addition, two of the respondents had other qualifications, representing 0.7% of the total. The significant proportion of individuals holding tertiary qualifications can be attributed to the department's efforts to enhance its professional standards and support employees seeking to advance their education through bursary programs. A significant proportion of positions within the department necessitate at least a matriculation certificate or a national diploma as an essential qualification. This requirement may explain why 56% of respondents hold qualifications that are below the degree level. Pakdel (2016: 445) posits that the cognitive aspect of employees' resistance to organisational change is significantly shaped by their educational attainment, with individuals possessing bachelor's and master's degrees displaying diminished levels of cognitive resistance in contrast to their counterparts with lesser educational qualifications.

Table 4.2: Respondents' level of qualification

		Frequency	Percent
Qualification	Matric	54	18.0
	Diploma	114	38.0
	Degree	94	31.3
	Honours	31	10.3
	Master's Degree	5	1.7
	Other Qualification	2	.7
	Total	300	100.0

4.2.5 Employment services with the Department of Employment and Labour

Figure 4.3 shows the length of time that respondents have been employed by the Department of Employment and Labour. Statistics revealed that the majority had been employed for relatively shorter periods, with 46.7% accounting for five years or less, while a further 39% accounted for 6-15 years. A smaller number revealed more extensive employment histories, with a notable proportion having been employed for 16-25 years (10%), while a minority had been employed for more than 26 years (4.3%). The findings suggest a significant turnover rate, potentially attributable to several factors, including demographic changes or the potential for organisational enhancement. Variations in career expectations across generations and a propensity for job-hopping may also contribute to this phenomenon. Notably, younger workers may exhibit a greater tendency to switch jobs frequently in pursuit of career advancement or new experiences. Although some degree of employee turnover is typical, the elevated rate of brief employment periods may signal the need for organisational improvements. A study conducted by the Pew Research Center (2022:10) found that while younger workers were more likely to change employers as a sign of their openness to change, this behaviour is not unique to this age group. People of all ages can demonstrate willingness to change jobs when presented with compelling reasons or opportunities for growth.

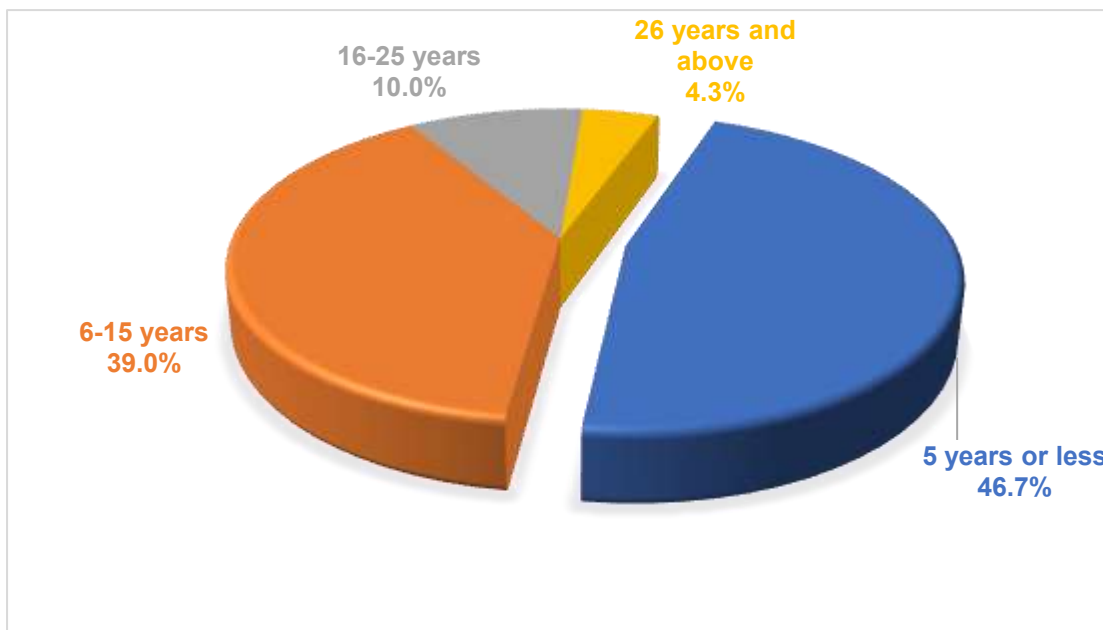


Figure 4.3: Employment services of the respondents

4.2.6 Marital status

The marital status of the 300 respondents is presented in Table 4.3. The data revealed that most respondents were Single (56%), followed by a substantial proportion (29.7%) who were Married. Smaller percentages represented various other marital statuses, including Widowed (1.3%), Living with a partner (7.7%), and Other (5.3%). A considerable proportion of single individuals signifies a possible shift in societal perspectives on relationships and marriage. It seems that a growing cohort of people are choosing to remain unattached or delay marriage, likely impacted by changing priorities, professional aspirations, or personal inclinations. However, around 29.7% of participants reported that they were married, having decided to solidify their relationships through marriage. These statistics are to be expected, given that most of the participants fall within the 26-35 age range. Khan, Zubair and Koseoglu (2020: 78) specified that millennials are increasingly opting to live without marriage, with economic challenges being a significant contributing factor to the declining marriage rates. They also highlighted a shift in the attitudes of millennials towards marriage, noting that this generation is more inclined towards cohabitation and less traditional marital arrangements compared to previous generations (Khan *et al.* 2020: 78). Das and Das (2018: 10) asserted that past investigations demonstrated that the marital status of employees significantly influenced their perspectives regarding

organisational transformation, with findings indicating that unmarried individuals were inclined to display a more positive disposition towards organisational change in contrast to their married peers (Das et al. 2018:10).

Table 4.3: Respondents' marital status

		Frequency	Percent
Status	Single	168	56.0
	Married	89	29.7
	Widowed	4	1.3
	Living with a partner	23	7.7
	Other	16	5.3
	Total	300	100.0

In summary, a considerable proportion of single individuals revealed a possible shift in societal perspectives on relationships and marriage. It seems that a growing cohort of people are choosing to remain unattached or delay marriage, likely impacted by changing priorities, professional aspirations, or personal inclinations. On the other hand, around 29.7% of participants were reported to be married, suggesting that a considerable portion of the population have decided to solidify their relationships through marriage. Hence, the findings paint a picture of a young, relatively inexperienced workforce that is predominantly single and at a crucial stage of personal and professional development. The combination of educational qualifications, employment duration, relationship status and age provide valuable insights into the attributes and context of the respondents.

4.3 Inferential statistics

Inferential statistics is a statistical discipline that is heavily reliant on probability theory. The process of making inferences is facilitated using probability statements, as it is impossible to make definitive claims about a population as a whole without a representative sample (Maree 2019: 242). The utilisation of inferential statistics, specifically correlations, analysis of variance (ANOVA) and t-tests in this study assisted the researcher to discern the distinctions among various groups and elucidate the extent to which the independent variables may contribute towards the dependent variable.

4.4 Organisational change

According to Arifin (2020: 188), change is a necessary adaptation to environmental conditions that enhances organisational performance. Failure to embrace change or inability to adjust to the prevailing circumstances will result in the demise of companies or organisations.

Table 4.4 represents the responses to two statements measuring organisational changes within the respondents' organisation. When asked if the respondents have participated in any organisational change, 46% revealed that they had participated in some form of organisation change. In comparison, the remaining (54%) had not participated in any such changes. Nevertheless, the majority (69.7%) of respondents were aware of the change efforts that the department has implemented. On the other hand, 30.3% of the respondents were not aware of these change efforts. Therefore, it can be inferred that there is scope for enhancing awareness and improving communication regarding the implemented change initiatives within the department, as 30.3% of the participants were found to be unaware of these efforts. This indicates the necessity of strengthening the dissemination of information and effectively conveying the rationale behind the need for change throughout the entire organisation. Karácsony, Metzker, Vasic and Koltai (2023: 105) asserted the significance of involving every member of the organisation in the change process. While managers play a crucial role in facilitating change, effective and tailored communication can serve as a critical factor in distinguishing between successful change management and unsuccessful attempts (Karácsony *et al.*, 2023: 106).

Table 4.4: Responses to the statement on organisational change

Statement	Responses (n=300)	
	Yes	No
Have you participated in any organisational change?	46%	54%
Are you aware of the change efforts implemented by the Department?	69.7%	30.3%

4.5 Construct analysis

Construct analysis is a method of analysing survey data by building "constructs" from survey questions or items (Maree 2019: 262). This section presents the results of the constructs namely affective attitude, cognitive attitude, and behavioural attitude that were measured using the t-test. According to Irfan, Amin, Khizar and Saeed (2021: 763), the aforementioned three concepts signify three distinct modalities through which individuals assess an object or circumstance. The affective attitude pertains to an individual's affective responses toward change, encompassing feelings such as anger or anxiety, whereas the cognitive attitude relates to an individual's interpretation of change, evaluating whether it is deemed essential or adventurous; the behavioural attitude encompasses actions or the predisposition to act in response to change (Irfan *et al.* 2021: 763).

According to David and Sutton (2016), the t-test is a frequently employed statistical method for evaluating and contrasting means across distinct groups. In cases where the study involves descriptive statistics, conducting an independent sample t-test is advised as this will ascertain the statistical significance of observed variances (David and Sutton 2016). The primary aim of performing a t-test is to ascertain if a particular variable exerts a significant impact on the target population, or if a distinction exists between two groups (Bevans 2023).

A one-sample t-test was conducted to determine if there was significant agreement/disagreement with each item. The average agreement score is tested against the central score of '3' to determine if it differs significantly from '3'. The results are considered to be significant when $p < .05$.

4.5.1 Affective attitude

Affective attitude refers to a psychological response that can manifest either verbally or nonverbally, serving as an indication of emotions directed towards a particular subject, object, individual, or organisation (Abun, Magallanes, Foronda and Incarnacion 2019: 220). The data in Table 4.5 presents the results measuring affective attitude. This construct was assessed using a set of statements (AT1 to AT12). The results indicate that there is significant agreement that respondents feel comfortable and at ease with change ($M = 3.82$, $SD = 0.934$; $t(299) = 70.767$, $p < 0.001$). However, the respondents expressed some level of concern about the change, with a mean

score of 3.33 (SD = 1.19). The analysis showed that there was a statistically significant difference in these concerns ($t(299) = 49.694, p < .001$). Irfan et al. (2021: 764) suggest that in order for organisations to fulfil their aims and effectively execute change efforts, it is crucial for employees to nurture a supportive perspective on change. Such constructive outlooks are correlated with heightened organisational commitment. In opposition, employees who reflect unfavourable sentiments towards modifications often articulate their dissatisfaction with their work conditions (Irfan et al. 2021: 764).

In terms of the statement, I feel irritated and in a state of denial about the change (AT3), respondents reported a mean score of 3.92 (SD = 0.881). The analysis indicated a significant difference in these emotions ($t(299) = 77.066, p < .001$). Respondents indicated a mean score of 4.06 (SD = 0.816) with regards to displaying anger and hostility towards change attributes. Analysis demonstrated significant agreement with these emotions ($t(299) = 86.215, p < .001^*$). Malambe (2018: 2) also contends that organisational change has the capacity to evoke anxiety, anger, and mixed emotions in employees.

Regarding the statement, I am enthusiastic and excited about the change (AT5), respondents reported a mean score of 3.66 (SD = 0.967) towards feeling enthusiastic and excited about the change. Analysis showed a significant difference in these positive emotions ($t(299) = 65.588, p < .001$). Respondents expressed a mean score of 3.73 (SD = 0.920) for feeling passionate and proud about the change. The analysis indicated a significant agreement with these emotions ($t(299) = 70.216, p < .001$). According to Bakari, Hunjra and Niazi (2017: 11), individuals' intentions and actions to facilitate change are influenced by their perceptions of the advantages associated with supporting the change. Wedajo and Chekole (2020: 44) specified that individuals who demonstrate a profound commitment towards their professional responsibilities are more inclined to endorse organisational transformations that they recognise as advantageous. Moreover, the likelihood of such acceptance is significantly amplified when employees articulate contentment with multiple dimensions of their occupational experiences (Wedajo and Chekole 2020: 44).

In terms of whether the respondents have clear feelings about the change (AT7R), results show that they reported a mean score of 3.65 (SD = 1.05) for having clear

feelings about the change. The analysis showed a significant difference in these perceptions ($t(299) = 59.892, p < .001$). When asked if they are not aloof from the change (AT8R), the respondents indicated a mean score of 3.59 (SD = 0.933) for not feeling aloof from the change. The analysis demonstrated a significant agreement with these perceptions ($t(299) = 66.694, p < .001^*$). Dung and Hai (2020: 107) argue that organisations must formulate strategies to guarantee the sustenance and improvement of employee engagement amidst the continuous changes within the organisation.

When asked if change makes me emotionally invigorated (AT9), respondents reported a mean score of 2.99 (SD = 1.09) towards feeling emotionally invigorated by the change. Analysis indicated that there is a significant disagreement in these emotions ($t = 47.280, df = 299, p < .001^*$). Nevertheless, when asked if change gives them peace (AT10), respondents expressed a mean score of 3.60 (SD = 1.01) towards feeling a sense of peace due to the change. Analysis showed a significant agreement with these perceptions ($t(299) = 61.917, p < .001$). Day, Crown and Ivany (2017) stated that frequent organisational adjustments were associated with employees encountering psychological uncertainty regarding the consequences of these modifications on their personal lives. Conversely, conducive work climates that provide assistance and independence might result in more advantageous results for staff members (Day et al. 2017).

When asked if respondents were satisfied with my job (AT11) when exposed to change, a mean score of 3.38 (SD = 1.04) was obtained. Analysis demonstrated a significant agreement with job satisfaction perceptions ($t(299) = 56.180, p < .001$). On average, respondents indicated a mean score of 4.01 (SD = 0.909) for positive attitudes towards the concept of change. The analysis showed a significant agreement with these preferences ($t(299) = 76.422, p < .001$). Research conducted by Yousef (2017: 85) noted that specific aspects of job satisfaction indirectly influenced various aspects of attitudes towards organisational change. To ensure acceptance of change, it is crucial to focus on improving employees' satisfaction with particular facets of their jobs (Yousef 2017: 85).

These statistical results provide valuable insights into respondents' emotional responses and perceptions towards organisational change, highlighting variations in

their feelings and attitudes across different aspects of the change process. The respondents exhibited a range of reactions, including ease, concern, irritation, enthusiasm, and excitement. The data highlights both positive and negative emotions, such as passion, pride, anger, and hostility, suggesting a complex interplay of feelings. The significant p-values ($p < .001^*$) suggested that respondents' responses to the statements measuring affective attitude are statistically different from a neutral response, indicating the significance of these findings in understanding individuals' reactions towards organisational change. The investigation carried out by Sha et al. (2017: 20) demonstrated that emotional responses of employees towards change have the potential to amplify the challenges faced by management. As a result, scholars recommend focusing on emotions that may facilitate effective change, as they encompass aspects such as an individual's vitality, positivity, confidence in their skills, and structured strategies as outlined by Sha *et al.* (2017: 20). Karácsony *et al.* (2023: 99) state that changes take place differently in each individual and are affected by many factors. Therefore, organisational changes can cause positive or negative feelings.

Table 4.5: Respondents' levels of agreement on statements measuring affective attitude towards organisational change

Construct		Mean (SD)	t	df	p-value
I feel ease with the change	AT1	3.82 (.934)	70.767	299	<.001*
I am concerned about the change	AT2	3.33 (1.19)	49.694	299	<.001*
I feel irritated and in state of denial about the change	AT3	3.92 (.881)	77.066	299	<.001*
I show anger and hostility towards the attributes of change	AT4	4.06 (.816)	86.215	299	<.001*
I am enthusiastic and excited about the change	AT5	3.66 (.967)	65.588	299	<.001*
I am passionate and proud about the change	AT6	3.73 (.920)	70.216	299	<.001*
I have clear feelings about the change	AT7R	3.65 (1.05)	59.892	299	<.001*
I keep not aloof from the change	AT8R	3.59(.933)	66.694	299	<.001*
Change makes me emotionally invigorated	AT9	2.99(1.09)	47.280	299	<.001*
Change gives me peace	AT10	3.60(1.01)	61.917	299	<.001*

Due to change, I am satisfied with my job	AT11	3.38(1.04)	56.180	299	<.001*
I like change	AT12	4.01(.909)	76.422	299	<.001*

In addition, Figure 4.4 further illustrates levels of agreement on the constructs measuring affective attitude. It is evident that all the statements, except the statement change makes me emotionally invigorated, have mean values greater than 3.

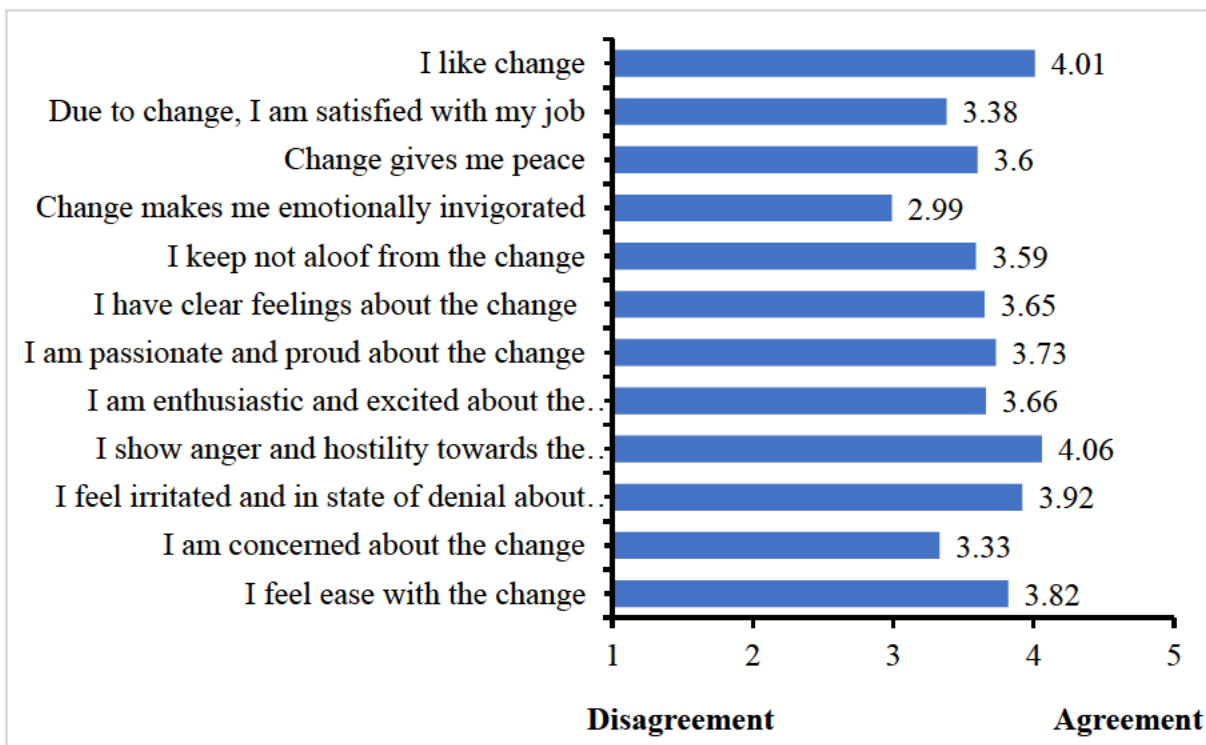


Figure 4.4: Mean level of agreement on affective attitude towards organisational change

4.5.2 Cognitive attitude

Cognitive Attitude is about a person's perceptions and understanding with respect to a subject, object, or person (Abun *et al.* 2019: 220). The data in Table 4.6 presents the results of measurements conducted on cognitive attitude towards organizational change. This construct was assessed using a set of statements (identified as CT1 to CT12). The results showed that respondents held a strong belief that change is necessary for the organisation, with a mean score of 4.41 (SD = 0.773). The analysis indicated a significant agreement in this belief ($t(299) = 98.840, p < .001$). In terms of the statement, I believe that the change implemented is appropriate for the organisation (CT2), the respondents expressed a mean score of 3.59 (SD = 1.05),

indicating that they considered the implemented change as suitable for the organisation. Analysis showed significant agreement ($t(299) = 59.427, p < .001$). Wladar (2022: 4) posits that the emergence of positive emotions is triggered by the recognition of the need for change and the perception of favourable outcomes, whether at the individual or organisational level. This emphasises the notion that not all transformations are perceived in a negative manner.

Table 4.6: Respondents' level of agreement on statements measuring cognitive attitude towards organisational change

Construct		Mean (SD)	t	df	p-value
I believe that a change is necessary	CT1	4.41 (.773)	98.840	299	<.001*
I believe that the change implemented is appropriate for the organisation	CT2	3.59 (1.05)	59.427	299	<.001*
I believe that a change is not necessary	CT3	4.27 (.707)	104.64 5	299	<.001*
I believe that the change implemented is not appropriate for the organisation	CT4	3.55 (1.112)	55.107	299	<.001*
I believe that only change will increase organisational effectiveness	CT5	4.13 (.852)	83.865	299	<.001*
I believe that only the way change is implemented will bring benefits to the organisation	CT6	4.23 (.768)	95.261	299	<.001*
I believe change or not, the situation in the organisation will remain the same	CT7	2.18 (.906)	41.595	299	<.001*
I believe that no matter how the change is implemented, it will not affect the situation in the organisation	CT8	2.06(.923)	38.642	299	<.001*
I believe change has a positive impact in the organisation	CT9	4.04(.897)	78.097	299	<.001*
I believe change helps with the development of the organisation	CT10	4.13(.863)	82.960	299	<.001*
I am optimistic about the outcomes of change	CT11	3.74(.973)	66.616	299	<.001*
I believe that change has its aims	CT12	4.14(.836)	85.870	299	<.001*

There is significant agreement with the statement that change is not necessary ($M=4.27$, $SD = 0.707$, $t (299) = 104.645$, $df = p < .001$). This is also supported by a significant proportion of the respondents who were in agreement that the implemented change may not necessarily be suitable for the organisation, with a mean score of 3.55 ($M = 3.55$, $SD = 1.112$, $t (299) = 55.107$, $p < .001$). According to Rafferty and Jimmieson (2017: 6), scholars have contended that change frequently elicits emotional responses, with negative emotions being a common outcome of the disturbances brought about by change. Heyden, Fourné, Koene, Werkman and Ansari (2017: 6) state that attitudinal responses to change are believed to be influenced by emotions such as uncertainty, loss of control, and fear of failure brought about by the change process. Individuals tend to restrict their behaviour and attitudes within the boundaries of their officially assigned roles (Heyden, Fourné, Koene, Werkman and Ansari 2017: 6, 23).

Despite the above sentiment, respondents agreed that organisational effectiveness can only be increased through change, with a mean score of 4.13 ($SD = 0.852$). The analysis revealed a significant difference in this belief ($t (299) = 83.865$, $p < .001$). Respondents expressed the belief that the benefits of change are contingent on its implementation, reporting a mean score of 4.23 ($SD = 0.768$). Analysis indicated a significant agreement in this belief ($t (299) = 95.261$, $p < .001$). This is also evidence by a significant proportion of the respondents disagreeing that the organisational situation will remain unchanged, regardless of whether change occurs or not, with a mean score of 2.18 ($SD = 0.906$). The analysis demonstrated a significant difference in this belief ($t = 41.595$, $df = 299$, $p < .001^*$). Bakari, Hunjra and Niazi (2017: 21) emphasise that the readiness for change is characterised by positive beliefs held by employees, which must be reinforced in order to facilitate the successful execution of organisational change. Organisational leaders play a pivotal role in cultivating positive beliefs amongst their adherents, thus amplifying their commitment, loyalty, and involvement, and fostering actions that are not obligatory (Bakari, Hunjra and Niazi, 2017: 21). Employees' views of management effectiveness have a positive impact on their self-efficacy for change, consequently enhancing the prospects of effectively implementing planned changes (Bakari *et al.*, 2017: 21).

When asked if they believe that no matter how the change is implemented, it will not affect the situation in the organisation (CT8), results showed that there was significant

disagreement ($M=2.06$, $SD = 0.923$, $t (299) = 38.642$, $p < .001$). This is supported by the proportion of respondents who hold a belief that change has a positive impact on the organisation, with a mean score of 4.04 ($SD = 0.897$). Analysis indicated significant agreement that change has a positive impact on the organisation ($t = 78.097$, $df = 299$, $p < .001^*$). Atsoy (2020: 259) contended that the organisational change process is intricate and surrounded by concerns about unforeseen outcomes, obstacles of turmoil, detrimental issues, all of which manifest in employees' resistance to change.

There was significant agreement that change contribute to organisational development, reporting a mean score of 4.13 ($SD = 0.863$). Analysis demonstrated a significant difference in this belief ($t (299) = 82.960$, $p < .001$). There was significant agreement with optimism about the outcomes of change (CT11). The respondents held a belief towards the positive outcomes of change, with a mean score of 3.74 ($SD = 0.973$). The analysis indicates a significant difference in this belief ($t (299) = 66.616$, $p < .001$). Respondents believed that change is purposeful, reporting a mean score of 4.14 ($SD = 0.836$). Analysis showed a significant agreement with this belief ($t (299) = 85.870$, $p < .001$). Shah, Irani and Sharif (2017: 10) suggested that the behaviour of employees is contingent upon the resources made available by the organisation, which in turn may shape employees' attitudes towards organisational change based on the incentives offered by the organisation.

The above data collectively highlights respondents' cognitive attitudes toward organisational change. The data reveals diverse beliefs, including the necessity of change, its appropriateness, potential impacts, and perceived relationships with organisational effectiveness and development. The significant p-values ($p < .001^*$) indicated how important these beliefs are in understanding individuals' perspectives towards change within the organisation. In a study by Rafferty and Jimmieson (2017: 27), it was found that change readiness plays a crucial role as a mediating factor in the relationship between employees' beliefs, positive emotional reactions to change, and their behavioural endorsement of change. According to Heyden et al. (2017: 23), there is potential to garner support from employees and inspire them to pursue the interests of the organisation as a whole. Nevertheless, it is crucial for management to be aware of their interdependence, the changing roles they take on, and the manner in which they assume these roles. Neglecting to seize this opportunity could hinder, diverge, or delay the achievement of change initiatives (Heyden et al. 2017: 23).

Figure 4.5 illustrates the cognitive attitude constructs, offering further understanding of the level of agreement among participants. Most of the statements have mean values above 3, indicating agreement. However, two statements, specifically I believe change or not, the situation in the organisation will remain the same and I believe that no matter how the change is implemented, it will not affect the situation in the organisation have mean values below 3, indicating disagreement.

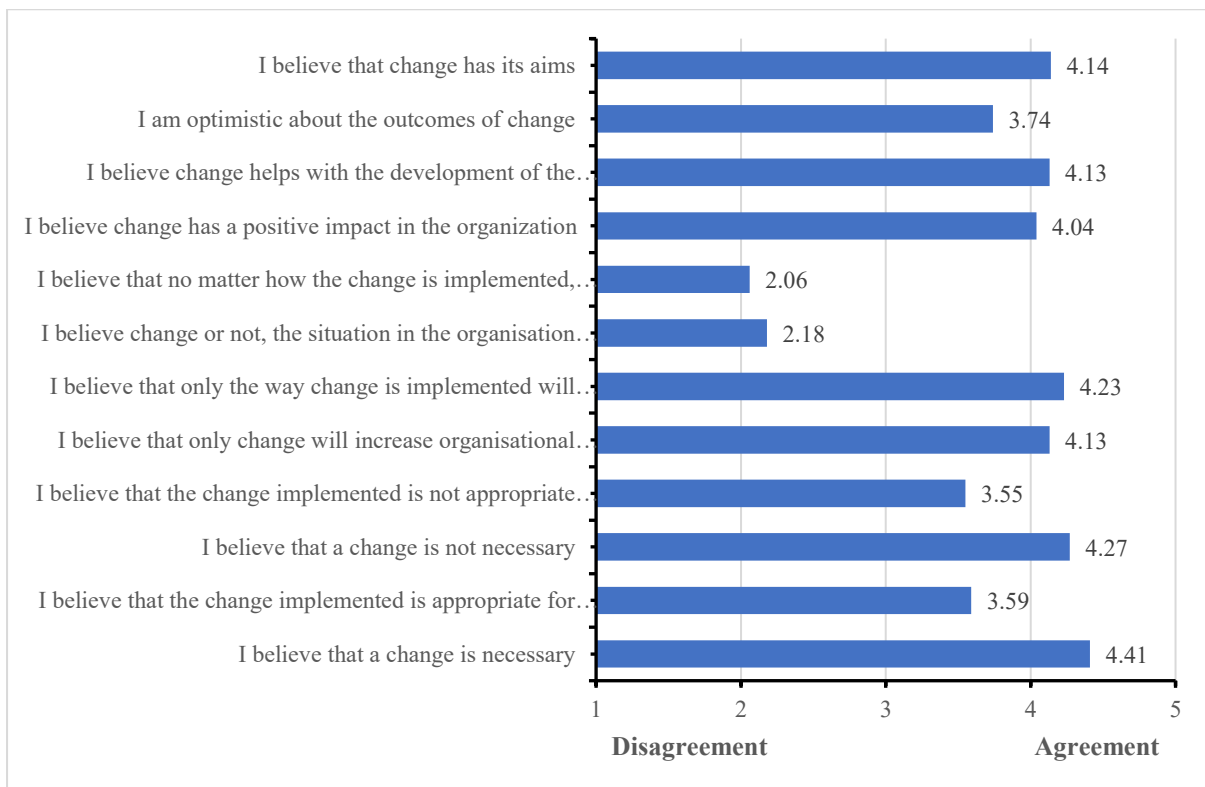


Figure 4.5: Mean level of agreement on cognitive attitude towards organisational change

4.5.3 Behavioural attitude

According to Sekal, Trudel and Babb (2020), behavioural attitude refers to the extent to which individuals demonstrate a predisposition towards endorsing or resisting change.

The data in Table 4.7 presents the results measuring behavioural attitudes towards organizational change. This construct was assessed using a set of statements (BT1 to BT12). It was found that the respondents showed a moderate tendency to perform only the necessary tasks related to change, with a mean score of 3.51 (SD = 1.06). Analysis revealed significant agreement with the statement ($t(299) = 57.212$, $df = 299$,

$p < .001$). Nevertheless, respondents indicated a lower level of interest in others' engagement with change, with a mean score of 2.68 (SD = 1.12). The analysis demonstrates significant disagreement ($t(299) = 41.545, p < .001$). Zona, Sarianti and Andriani (2020: 27) suggested that the perception of organisational change varies among individuals. While some employees view change as an avenue for happiness and financial advancement, others regard it as a source of distress, pressure, and complications (Zona, Sarianti and Andriani, 2020: 27).

There is significant agreement by most of the respondents on their willingness to avoid participation in change activities with a mean score of 4.13 (SD = 0.724). The analysis indicated a significant difference ($t = 98.903, df = 299, p < .001^*$). The results also showed that respondents displayed a high tendency to engage others in opposing change, with a mean score of 3.98 (SD = 0.724). The analysis showed a significant difference in their level of agreement ($t(299) = 95.102, p < .001^*$). According to Fernandez and Rainey (2017: 25), it is argued that certain forms of resistance can be suitable and advantageous for achieving organisational success. This assertion suggests that both scholars and managers should not only contemplate methods and motivations for acknowledging and nurturing resistance, but also for surmounting it (Fernandez *et al.* 2017: 25).

Table 4.7: Respondents' level of agreement on statements measuring behavioural attitude towards organisational change

Construct		Mean (SD)	t	df	p-value
I only do what is required of change	BT1	3.51 (1.06)	57.212	299	<.001*
I am not interested to know whether others are interested in change	BT2	2.68 (1.12)	41.545	299	<.001*
I refuse to participate in any form of change activity	BT3	4.13 (.724)	98.903	299	<.001*
I recruit others to sabotage or oppose the plan for change	BT4	3.98 (.724)	95.102	299	<.001*
I engage and take responsibility in the change	BT5	3.92 (.785)	86.532	299	<.001*
I inspire others to engage in the change	BT6	3.66 (.894)	70.970	299	<.001*

I am keen to show that I am neutral in the change	BT7	2.91 (1.10)	46.026	299	<.001*
I encourage others to be neutral in the change	BT8	2.77(.976)	49.237	299	<.001*
I encourage others about the benefits of change	BT9	3.72(.912)	70.554	299	<.001*
I am willing to help to ensure change is successful	BT10	3.98(.799)	86.342	299	<.001*
I support the implementation of change	BT11	4.03(.807)	86.494	299	<.001*
I fight for the success of change	BT12	3.78(.895)	73.157	299	<.001*

In terms of the statement, I engage and take responsibility in the change (BT5), respondents showed a relatively positive attitude towards taking responsibility for change, with a mean score of 3.92 (SD = 0.785). The analysis revealed a significant difference in their level of agreement ($t(299) = 86.532, p < .001^*$). Respondents also expressed a moderate tendency to inspire others to participate in change, with a mean score of 3.66 (SD = 0.894). The analysis demonstrated a significant difference in their level of agreement ($t(299) = 70.970, p < .001^*$). According to Arieli, Sagiv and Roccas (2020: 245), employees who take the initiative to propose ideas for organisational change demonstrate proactive behaviour, which is commonly seen as a significant form of organisational citizenship behaviour. Feeling a sense of identification with the organisation can inspire individuals to actively contribute to its success (Arieli *et al.* 2020: 245).

However, respondents exhibited a lower inclination to maintain a neutral stance towards change, with a mean score of 2.91 (SD = 1.10), implying that the respondents disagreed or more than they agreed with the statement (BT8). The analysis shows a significant difference ($t(299) = 46.026, p < .001$). The respondents also displayed a low tendency to encourage others to remain neutral towards change, with a mean score of 2.77 (SD = 0.976). The analysis indicated a significant difference ($t = 49.237, df = 299, p < .001^*$). According to Oreg, Bartunek, Lee and Do (2018: 71), individuals who experience feelings of anger, distress, or irritation in response to a change event may engage in the active dissemination of negative and disparaging information and viewpoints regarding the change.

When asked if they encourage others about the benefits of change (BT9), there was a positive agreement that they show encouragement towards others regarding change

benefit, with a mean score of 3.72 (SD = 0.912). The analysis reveals a significant difference in their level of agreement ($t(299) = 70.554, p < .001^*$). Respondents express a moderate willingness to contribute to the success of change, with a mean score of 3.98 (SD = 0.799). The analysis demonstrates a significant difference in their level of agreement ($t(299) = 86.342, p < .001^*$). Raeder and Bokova (2019: 345) highlighted the significance of positive employee attitudes towards change and supportive employee behaviour as crucial elements for the success of organisational changes. The commitment to change is considered a fundamental component of employees' endorsement for its execution, establishing a psychological connection between the individual employee and the organisational objectives of change. This connection signifies the institutionalisation of a particular change (Raeder and Bokova 2019: 345).

Respondents also showed a positive inclination towards supporting change implementation, with a mean score of 4.03 (SD = 0.807). The analysis indicates a significant difference in their level of agreement ($t(299) = 86.494, p < .001^*$). Similarly, the respondents expressed a moderate tendency to actively support and advocate for change success, with a mean score of 3.78 (SD = 0.895). The analysis shows a significant difference in their level of agreement ($t(299) = 73.157, p < .001^*$). Zona *et al.* (2020: 29) suggest that employees are more likely to be receptive to change when they are well-informed about their roles and the organisational context early on, and when they are actively engaged in both task-related activities and social information networks.

In summary, the above data highlight variations in willingness to participate, inspire, support and advocate for change. The significant p-values ($p < .001^*$) underscore the importance of these behaviours in understanding individuals' roles in the change process and their impact on change outcomes. Lušňáková, Benda-Prokeinová and Juríčková (2022: 12) discovered that aspects such as visioning, communication, participation, support, and consideration for the interests of change participants are crucial in securing the commitment and endorsement of employees towards change initiatives. Furthermore, companies that effectively choose, cultivate, oversee, and inspire their employees to engage in innovation and achieve exceptional business outcomes possess a unique competitive edge that is impossible for competitors to replicate (Chebbi, Yahiaoui, Sellami, Papasolomou and Melanthiou 2020: 4).

Figure 4.6 further illustrates the level of agreement on the constructs measuring behavioural attitudes. It is evident that the overall responses to most of the statements have mean values greater than 3, which suggests agreement. On the contrary, the mean value for two of the statements I am keen to show that I am neutral in the change and I encourage others to be neutral in the change have values less than 3, indicating disagreement with these statements.



Figure 4.6: Mean level of agreement on behavioural attitude towards organisational change

In summary, the disparity in levels of agreement for these two statements could indicate opposition to impartiality in the process of change. Organisations must address and understand the reasons behind this disagreement to effectively manage any challenges during the implementation of change. Furthermore, resolving conflicting beliefs can create a more supportive environment for change, increasing the likelihood of successful implementation. Malambe (2018: 12) argues that highlighting the importance of employees' attitudes towards change is essential as it affects not only the result of the change process but also other elements of the organisation, such as job satisfaction, trust and commitment.

4.6 Relationship between demographic constructs of change management

Demographic factors are characteristics that offer a framework for an organisation and its employees based on their categorisation. According to Asilo, Bulalacao, De Sena, Vigonte and Abante (2023), the demographic characteristics of individuals play a crucial role in shaping employees' attitudes towards organisational change. Aspects such as age, gender, education, and tenure are key factors that affect how employees view and respond to strategic moves focused on organisational transformation (Asilo *et al.* 2023). The findings of the associations among the demographic categories are outlined in this section.

4.6.1 Analysis of Variance (ANOVA)

Bevans (2023) elucidates that ANOVA is a statistical technique employed for examining the disparities between the means of different groups. Specifically, a one-way ANOVA is executed to ascertain if there are statistical indications proposing noteworthy differences between the means of the respective populations (Bevans 2023). As a result, a one-way ANOVA was carried out to evaluate substantial variations in the identified constructs across diverse demographic groups.

The data in Table 4.8 presents the results of an analysis that explores the relationships between demographic variables (Gender, Race, Age, Educational Qualifications, Employment Service and Marital Status) and the three types of attitudes (Affective, Cognitive, and Behavioural) related to the organisational change.

In order to test for significant differences in these factors across demographics (or relationships with demographics), a one-way ANOVA as well as independent t-tests were computed. Results from the t values and significance levels suggest that there are no statistically significant differences in affective and behavioural attitudes between genders. This indicates that gender does not seem to play a significant role in shaping the affective and behavioural attitudes of the respondents towards organisational change within the Department of Employment and Labour in KwaZulu-Natal, South Africa. There was a statistically significant difference in cognitive attitudes between genders ($p = 0.038$). The results indicate that females ($M = 3.77$) had a higher level of agreement with cognitive attitudes towards organisational change than males ($M = 3.65$). Colombo, Acquadro, Maran and Grandi (2023: 1) have explored the nuances of attitudes towards organisational change among individuals of different

genders. Existing research highlights that there are varying factors that influence how men and women perceive such change. It has been observed that women commonly exhibit elevated levels of work-related fatigue in comparison to men, which may imply a divergence in their strategies for managing transitions (Colombo *et al.* 2023: 1).

For different racial groups, The F ratios and significance levels suggest that there are statistically significant differences in affective attitudes between racial groups ($p < 0.001$), while cognitive attitudes do not show significant differences ($p > 0.05$). Tukey's post hoc analysis indicated that Africans ($M = 3.49$) have a significantly higher level of agreement than Indians do ($p = 0.003$). No differences were found in other racial groups. Additionally, for behavioural attitudes, there's a statistically significant difference between racial groups, indicating potential variations in behavioural attitudes based on race ($p = 0.040$). According to Liera and Desir (2023: 2), organisational change attitudes are influenced by race. Organisations that place a high emphasis on equity strive to overhaul systems that uphold racism, prioritising systemic transformation over individual shifts in mindset to achieve long-term effects (Liera and Desir 2023: 2). Borrageiro (2012: 48) states that race plays a crucial role in influencing individuals' support for organisational change, as evidenced by higher levels of support among black individuals compared to white individuals. Conversely, there were no notable disparities in attitudes towards change observed among individuals of other racial backgrounds (Borrageiro 2012: 48).

In terms of age, the F ratios and significance levels reveal statistically significant differences in affective and cognitive attitudes across different age groups, indicating that attitudes may vary based on respondents' ages. For affective attitude, Tukey's post hoc analysis indicated that respondents within the 18-25 age-group agree significantly more than those within the 56-65 ($p < 0.001$), or 46-55 age-groups ($P = 0.017$). For cognitive attitude, Tukey's post hoc analysis indicated that respondents within the 18-25 group agreed significantly more than those within the 56-65 group ($p < 0.001$). However, for behavioural attitude, there's no statistically significant differences. Heim and Sardar-Drenda (2021: 12) argue that age can have varied non-linear effects on an individual's attitudes towards change. Stueber and Jacobsen. (2018: 20) asserted that older employees tend to react with scepticism and rejection when faced with changes due to their established working routines. Conversely,

Generation Y demonstrates a more open-minded approach towards new situations, making them more receptive to change (Stueber and Jacobsen 2018: 34).

For educational qualification, the F ratios and significance levels indicated statistically significant differences in affective attitudes among educational qualification groups. Tukey's post hoc analysis indicated that respondents with master's qualifications agreed significantly more than those with matric ($p = 0.017$) while respondents with degrees agreed significantly more than those with matric did ($p = 0.010$). For cognitive attitude, there's a statistically significant difference in educational qualification and level of agreement ($P=0.048$). Behavioural attitude does not reveal any significant differences based on educational qualification. Verschure (2017: 14) found that age and education are both related to attitudes towards change, with older and less educated individuals being less positive towards organisational change. Stueber and Jacobsen (2018: 20) suggested that educational level can positively affect preparedness for change, indicating that those with a higher educational level were more inclined to embrace challenging job opportunities (Stueber and Jacobsen 2018: 20).

With regard to employment service, the F ratios and significance levels indicate statistically significant differences in affective and cognitive attitudes based on employment service. For affective attitude, Tukey's post hoc analysis indicated that respondents with five years or less employment service agree significantly more than those with 16-25 years do ($p = 0.03$) or 26 years and above ($p < 0.001$). Similarly, respondents with tenure between 6-15 years agree significantly more than those with 16-25 years ($p = 0.019$) or 26 years and above ($p = 0.002$) do. For cognitive attitude, Tukey's post hoc analysis indicated that respondents with five years or less employment service agree significantly more than those with 26 years and above do ($p < 0.002$) while respondents with 6-15 years' service agree significantly more than those between 16-25 years ($p = 0.047$) or 26 and years ($p = 0.002$) do. Behavioural attitude shows a statistically significant difference between the lowest service years (five or less) and the highest (26 and above) employment service categories ($P=0.029$). Heim and Sardar-Drenda (2021: 11) posit that individuals who possess significant work experience tend to display a heightened resistance towards organisational changes, resulting in a reduced inclination to adapt in comparison to that of their younger colleagues. In a similar vein, Stueber and Jacobsen (2018: 34)

contend that employees with lengthy tenures demonstrate an elevated degree of conservatism and inflexibility when confronted with modifications in the workplace, echoing the prevailing inclination towards change attitudes.

In terms of marital status, F ratios and significance levels indicate statistically significant differences in affective attitudes based on marital status ($p < 0.001$). Tukey's post hoc analysis shows significant difference between single and widowed categories ($p = 0.005$). Cognitive and behavioural attitudes do not show significant differences across marital status. Atif and Zubairi (2018: 72) assert that the marital status of individuals can have an impact on their work-life balances, particularly with married employees encountering greater difficulties in managing their work and personal obligations. This, in turn, may affect their willingness to adapt to changes that could potentially disrupt their work-life equilibrium (Atif *et al.* 2018: 72). However, Khatri and Ahuja (2014: 53) argue that marital status plays a role in shaping workplace conduct, influencing how individuals manage their priorities, discipline, and commitments in the face of organisational changes.

These findings are in line with the results of the study conducted by Hai (2018:6) which indicated that employees from diverse demographic backgrounds may exhibit varying levels of support, readiness, and resistance towards organisational change. Factors such as age and experience can influence how individuals perceive the effectiveness of change initiatives, while higher levels of education are associated with a greater tendency to support such endeavours. Additionally, gender disparities play a role, as research indicates that organisational structure is not unbiased towards gender and that gender can impact attitudes towards change (Hai 2018: 7). In contrast, Castaño Gonzalez, Quiroz González, Pulgarín Valencia and Britto Cañas (2020: 72) contend that the perception of organisational change remains unaffected by age, gender, or educational attainment. This indicates that demographic variables do not exert a substantial impact on how individuals view change in an organisational setting. Consequently, alternative factors may wield a more pronounced influence on an individual's stance towards change.

Table 4.8: Relationship between demographics and constructs

Demographics	Affective attitude		Cognitive attitude		Behavioural attitude	
	M	SD	M	SD	M	SD

Gender						
Male	3.4080	.45030	3.6492	.48296	3.5681	.40953
Female	3.4688	.44399	3.7653	.48050	3.6117	.46002
t value	-1.178		-2.086		-.868	
Sig.	.240		.038		.386	
Race						
African	3.4858	.44163	3.7220	.48004	3.6117	.42656
Coloured	3.2882	.44094	3.7257	.54975	3.6007	.47203
Indian	3.1389	.39028	3.5873	.50102	3.4524	.48130
White	3.1875	.35843	3.4688	.31477	3.2292	.25491
F ratio	6.096		1.165		2.796	
Sig.	<,001		.323		.040	
Age						
18-25	3.5658	.34286	3.8333	.40129	3.5482	.39213
26-35	3.4935	.42669	3.7310	.43068	3.6393	.40916
36-45	3.4313	.39261	3.7531	.46055	3.5844	.45052
46-55	3.2284	.53738	3.5247	.59369	3.5278	.44697
56-65	3.0056	.62636	3.2278	.72270	3.3667	.60241
F ratio	6.787		5.901		1.683	
Sig.	<,001		<,001		.154	
Educational Qualification						
Matric	3.2531	.55205	3.5216	.59041	3.4414	.49171
Diploma	3.4591	.42132	3.7178	.51292	3.6126	.40553
Degree	3.5062	.38417	3.7855	.38305	3.6507	.39623
Honours	3.3763	.42918	3.7151	.42480	3.5457	.52477
Master's Degree	3.9333	.32489	3.8833	.18257	3.7333	.27889
Other Qualification	3.7083	.41248	3.7083	.41248	3.7083	.41248
F ratio	4.012		2.267		1.922	
Sig.	.002		.048		.091	
Employment Service						
5 years or less	3.5089	.40155	3.7482	.41160	3.6244	.43313
6-15 years	3.4608	.44603	3.7571	.48463	3.5940	.41516
16-25 years	3.2028	.41157	3.5056	.55577	3.5444	.45049
26 years and above	3.0064	.62125	3.2564	.70912	3.2756	.50505
F ratio	8.689		6.582		2.716	
Sig.	<,001		<,001		.045	
Marital Status						
Single	3.5084	.39998	3.7564	.42590	3.6012	.43737
Married	3.3745	.46332	3.6826	.52070	3.5946	.43104
Widowed	2.9792	.41597	3.4792	.81188	3.5625	.63601
Living with a partner	3.4710	.44425	3.6775	.47627	3.5797	.42379
Other	3.1146	.61530	3.4063	.67897	3.4583	.42925

F ratio	4.903		2.318		.401	
Sig.	<,001		.057		.808	

4.7 Correlation analysis

According to Schober, Boer and Schwarte (2018: 1763), correlation is a measure of a relationship between variables. A change in the magnitude of one variable is connected with a change in the magnitude of another variable, either in the same (positive correlation) or opposite (negative correlation) direction in correlated data. Therefore, the main purpose of correlation is to determine the strength of the linear relationship between two variables and establish their association (Kumar and Gautam 2020: 1).

The correlation matrix in Table 4.9 displays the Pearson correlation coefficients and their associated p-values between three constructs: affective attitude, cognitive attitude, and behavioural attitude. The results show that the correlation between affective attitude and cognitive attitude is strong and statistically significant ($r = 0.706$, $p < 0.001$). This indicates a robust positive relationship between emotional and cognitive responses. Respondents who express positive emotional (affective) attitudes also tend to have positive cognitive attitudes. This alignment suggests that emotional reactions and cognitive evaluations are closely intertwined when it comes to the subject under consideration. According to Giæver and Smollan (2015), the correlation between emotional responses and cognitive assessments is crucial in shaping the perspectives of employees towards organisational changes. Consequently, the emotional reactions triggered by changes encompass a blend of affective mechanisms and cognitive evaluations, ultimately impacting the recipients' reactions to such changes (Giæver and Smollan 2015).

The correlation between affective attitude and behavioural attitude is moderate and statistically significant ($r = 0.411$, $p < 0.001$). This implies a positive but less strong relationship between emotional attitudes and observed behaviours. Respondents who have positive emotional (affective) attitudes are more likely to exhibit positive behavioural attitudes. However, this correlation suggests that while emotional reactions influence behaviours, they may not entirely determine them. According to Ajzen, Fishbein, Lohmann and Albarracín (2018: 143), individuals exhibiting highly

favourable attitudes are anticipated to demonstrate a greater propensity towards participating in a specific behaviour. However, there is no assurance that they will engage in said behaviour with greater frequency in comparison to individuals with less favourable attitudes.

Table 4.9: Correlation coefficient

Correlations				
		Affective attitude	Cognitive attitude	Behaviour attitude
Affective attitude	Pearson Correlation	1	.706**	.411**
	Sig. (2-tailed)		<,001	<,001
	N	300	300	300
Cognitive attitude	Pearson Correlation	.706**	1	.533**
	Sig. (2-tailed)	<,001		<,001
	N	300	300	300
Behaviour attitude	Pearson Correlation	.411**	.533**	1
	Sig. (2-tailed)	<,001	<,001	
	N	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).				

The correlation between cognitive attitude and behavioural attitude is also moderate and statistically significant ($r = 0.533$, $p < 0.001$). This points to a positive relationship between cognitive evaluations and observed behaviours. Respondents who hold positive cognitive attitudes are more likely to display positive behavioural attitudes. This correlation suggests that cognitive evaluations play a significant role in shaping participants' observed behaviours. Colombo, Acquadro Maran and Grandi (2023: 2) highlight the diverse attitudes individuals may have towards change, which are influenced by a combination of emotions and cognitive processes. While certain individuals view organisational change as an opportunity for revitalisation, progress, enhancement and expansion, others may see it as a source of uncertainty, chaos, unpredictability and danger (Colombo *et al.* 2023: 2).

In summary, the correlations indicate that affective, cognitive, and behavioural attitudes are interrelated, with affective and cognitive attitudes showing particularly strong connections. These findings suggest that participants' emotional responses and cognitive evaluations jointly contribute to their observed behavioural attitudes. The

significant correlations emphasise the complex interaction between emotions, thoughts, and behaviours in relation to the topic under examination. Jiang, Liang, Wang and Sun (2016) argue that affective, cognitive and behavioural attitudes are intertwined and have an impact on each other in diverse manners. Emotions are highlighted as a crucial factor in maintaining consistency between attitudes and behaviours, where positive emotions have a direct influence on behaviour, while negative emotions influence behaviour indirectly through elaboration (Jiang *et al.* 2016). Blanco-Portela, Benayas, Pertierra and Lozano (2017: 9) emphasised the importance of ensuring a harmonious relationship between attitudes and levels within an organisation to successfully transition towards sustainability. This coherence and alignment are crucial for maintaining consistency in change across individuals, groups, and the organisation as a whole (Blanco-Portela *et al.* 2017: 9).

4.8 Factor analysis

According to Maree (2019: 264), the primary objective of factor analysis is to ascertain the grouping of items that exhibit similar responses, thereby indicating their measurement of the same underlying factor. Given that this factor is shared among the items that gauge it, this analytical approach is alternatively referred to as common factor analysis. Both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were performed to test and validate the constructs.

4.8.1 Exploratory factor analysis and factor coefficient

According to Shrestha (2021: 4), for EFA to be carried out, the Kaiser-Meyer value should exceed the value of 0.5 and Bartlett's Test of Sphericity must be statistically significant i.e., the p-value is less than 0.05). As shown in Table 4.10, a Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) of .899 and a significant Bartlett's test indicate that the data was adequate for successful and reliable extraction.

Table 4.10: KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.899
Bartlett's Test of Sphericity	Approx. Chi-Square	6234.590
	df	630
	Sig.	.000

Factor analysis with Varimax rotation method using the Principal Component Analysis was applied to 36 items. Items AT6, AT2, BT2, BT1 and PV10 were dropped because they cross-loaded onto multiple factors or had only one factor items. Six factors were extracted, which account for 59.15% of the variance in the data. Rotation converged in 11 iterations. The factor structure and factor loadings of these items are summarised in Table 4.11.

Table 4.11: Extracted factors and the associated coefficients

	1	2	3	4	5	6
I feel ease with the change (AT1)		.618				
I feel irritated and in state of denial about the change (AT3)					.804	
I show anger and hostility towards the attributes of change (AT4)					.784	
I am enthusiastic and excited about the change (AT5)		.572				
I am passionate and proud about the change (AT6)		.570		.581		
I have clear feelings about the change (AT7)				.540		
I keep not aloof from the change (AT8)				.612		
Change makes me emotionally invigorated (AT9)				.677		
Due to change, I am satisfied with my job (AT11)		.786				
I believe that the change implemented is appropriate for the organisation (CT2)		.841				
I believe that the change implemented is not appropriate for the organisation (CT4)		.813				
I believe that only the way change is implemented will bring benefits to the organisation (CT6)			.701			
I believe change or not, the situation in the organisation will remain the same (CT7)			.664			
I believe that no matter how the change is implemented, it will not			.630			

affect the situation in the organisation (CT8)						
I believe change has a positive impact in the organisation (CT9)			.655			
I believe change helps with the development of the organisation (CT10)			.631			
I recruit others to sabotage or oppose the plan for change (BT4)					.527	
I engage and take responsibility in the change (BT5)	.710					
I inspire others to engage in the change (BT6)	.758					
I am keen to show that I am neutral in the change (BT7)						.881
I encourage others to be neutral in the change (BT8)						.866
(BT9) I encourage others about the benefits of change	.762					
I am willing to help to ensure change is successful (BT10)	.845					
I support the implementation of change (BT11)	.849					
I fight for the success of change (BT12)	.844					
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization Rotation converged in 11 iterations.						

4.8.2 Reliability of the extracted factors

The extracted factors from the factor analysis were tested for reliability using Cronbach's alpha. An alpha value > .7 indicates reliability. The factors and their assigned labels are summarised in Table 4.12 In this case, six distinct factors were extracted, each representing a specific construct related to the multifaceted attitudes, behaviours, and considerations pertinent to organisational change.

Table 4.12: Reliability test

Factor	Construct	Items included	Variance extracted	Cronbach's alpha
1	Positive change enablers	BT5, BT6, BT9, BT10, BT11, and BT12	32.949	.924

2	Emotional perception and job satisfaction	AT1, AT5, AT11, CT2, and CT4	7.272	.863
3	The impact of change and organisational development beliefs	CT6, CT7, CT8, CT10	5.979	-0.193
4	Emotional engagement and response to change	AT7, AT8, AT9	4.912	0.585
5	Negative emotional reaction and resistance to change	AT3, AT4, BT4	4.378	0.662
6	Neutral stance promotion and advocacy	BT7 and BT8	3.657	.774

Factor 1, termed "Positive change enablers", encompasses a set of survey items (BT5, BT6, BT9, BT10, BT11, and BT12) that collectively contribute to promoting and facilitating positive changes within the organisation. Respondents who endorse these items indicate a proactive and supportive attitude towards change. The high variance extracted (32.949) suggests that these items share common variance and form a coherent factor. Additionally, the high Cronbach's alpha coefficient (.924) indicates strong internal consistency among these items, reflecting the reliability of measuring this factor.

Factor 2, named "Emotional perception and job satisfaction", comprises survey items AT1, AT5, AT11, CT2, and CT4 that delve into participants' emotional responses and overall job satisfaction in relation to organisational change. Individuals who align with these items reveal a range of emotional experiences and beliefs regarding the appropriateness of change. The moderate variance extracted (7.272) indicates shared variance among these items, and the relatively high Cronbach's alpha (.863) signifies good internal consistency.

Factor 3, titled "The impact of change and organisational development beliefs", includes survey items CT6, CT7, CT8, and CT10 that capture individuals' perceptions about the effects of change on the organisation's development. However, the negative

variance extracted (-0.193) suggests that these items may not share a strong common variance to constitute a coherent factor. The Cronbach's alpha is not applicable for a factor with negative variance extracted.

Factor 4, "Emotional engagement and response to change", comprises items AT7, AT8, AT9 that assess respondents' emotional engagement and responses during the change process. Those who resonate with these items express a level of emotional connection and engagement with the ongoing changes. The moderate variance extracted (4.912) indicates a shared common variance among these items, and the high Cronbach's alpha (.585) suggests acceptable internal consistency.

Factor 5, "Negative emotional reaction and resistance to change", encompasses items AT3, AT4, and BT4 that capture individuals' negative emotional reactions and resistance tendencies in response to change. Those who endorse these items reveal a less favourable emotional response and potential opposition to change initiatives. The moderate variance extracted (4.378) suggests shared variance, and the high Cronbach's alpha (.662) signifies good internal consistency.

Factor 6, "Neutral stance promotion and advocacy", includes items BT7 and BT8 that pertain to individuals' efforts to promote and encourage a neutral perspective during change. Respondents endorsing these items aim to foster a balanced outlook and promote neutrality among themselves and their colleagues. The moderate variance extracted (3.657) indicates shared variance, and the high Cronbach's alpha (.774) reflects strong internal consistency.

In summary, the factor analysis has identified distinct clusters of survey items that reflect the respondents' attitudes, emotions and behaviours in relation to organisational change. The factors provide insights into various aspects of individuals' responses, encompassing positive facilitation, emotional engagement, potential resistance, and advocacy for neutral viewpoints. The analysis offers a structured understanding of the underlying constructs present in the survey data.

4.9 FINDINGS

The study examined respondents' attitudes, behaviours, and perceptions related to organisational change. The analysis was divided into affective attitude, cognitive attitude, and behavioural attitude constructs. The affective attitude analysis showed varied emotional responses, including comfort, concern, irritation, enthusiasm and

excitement. Respondents demonstrated both positive (passion, pride, liking change) and negative (anger, hostility) emotions, indicating the complexity of their emotional reactions.

With regards to cognitive attitudes, respondents believed in the necessity of change, its appropriateness, and its impact on organisational development. There were differences based on age and educational qualifications, suggesting varying cognitive evaluations across these demographic groups. On the other hand, behavioural attitude analysis indicated different levels of engagement and responses to change. While some respondents exhibited positive behaviours promoting change, others showed resistance and a preference for neutrality.

The demographic analysis indicated a relatively equal gender distribution among male and female respondents. In terms of racial demographics, a notable majority identified as African, with smaller proportions of Coloured, Indian and White individuals. The age distribution indicated that the predominant segment of respondents fell within the 26-35 age bracket, while the representation of other age groups was balanced. Regarding educational qualifications, most respondents held diplomas and degrees, with less respondents holding an honours or matric qualification. Employment tenure indicated that most participants had been employed for either 5 years or less or between 6 to 15 years, with a smaller fraction having longer durations of employment.

Finally, the relationships between demographic variables and attitudes were explored. Gender played a significant role in cognitive attitudes, while race influenced affective attitudes. Age, educational qualification, employment service and marital status were also related to specific attitudes. The correlation analysis highlighted interrelationships between affective, cognitive and behavioural attitudes, underscoring the complex interplay between emotions, thoughts and behaviours in the context of organisational change.

4.10 CHAPTER SUMMARY

This chapter presented a comprehensive analysis of the data collected through the distribution of 300 questionnaires to employees within the Department of Employment and Labour in Kwazulu Natal. The completed questionnaires were gathered from the participants, and the data underwent statistical analysis utilising SPSS version 28. The

study presented its findings in a range of formats such as tables, figures, pie charts, and graphs. The reliability of the questionnaire items was evaluated using the Cronbach's alpha method. Factor analysis extracted six distinct factors, each representing a specific construct related to respondents' attitudes and behaviours. These factors were examined for reliability using Cronbach's alpha, revealing good internal consistency for several factors. The statistical techniques employed encompassed both descriptive and inferential statistics.

An ANOVA test was conducted to examine the differences among the means of the samples, revealing significant variations in the biographical data of the participants. A comprehensive examination of the results derived from the analysis of responses was meticulously articulated, and these revelations corresponded with the pertinent scholarly literature. The findings have elucidated the correlations and distinctions among the variables. The principal findings of this chapter highlighted the interconnectedness of affective, cognitive and behavioural attitudes, emphasising the intricate dynamics among emotions, thoughts and actions within the framework of organisational change. However, due to the inconsistent responses received from the participants, some specific items demonstrated inadequate reliability, consequently hindering the precise understanding of the results. Consequently, caution must be exercised in generalizing the outcomes. The following section of this research furnishes a condensed overview and puts forth suggestions as considered suitable based on the outcomes delineated in this chapter.

This chapter presented a comprehensive analysis of the data collected through the distribution of 300 questionnaires to employees within the Department of Employment and Labour in Kwazulu Natal. The completed questionnaires were gathered from the participants, and the data underwent statistical analysis utilizing SPSS version 28. The study presented its findings in a range of formats such as tables, figures, pie charts and graphs. The reliability of the questionnaire items was evaluated using the Cronbach's alpha method. The statistical techniques employed encompassed both descriptive and inferential statistics. An ANOVA test was conducted to examine the differences amongst the means of the samples, revealing significant variations in the biographical data of the participants.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The conclusion chapter serves as the culmination of this research journey, providing a comprehensive summary of the study's findings and their implications. It offers a reflective and forward-looking perspective, drawing together the threads of the research to illuminate the broader significance and applications of the study's outcomes. In this concluding chapter, the researcher presents the key findings derived from data analysis conducted in the previous chapter, and provides recommendations and avenues for future research, encapsulating the essence of the study within a coherent narrative.

The implications of these findings will be discussed, shedding light on their significance for the Department of Employment and Labour in KwaZulu-Natal and, more broadly, for organisations navigating organisational change.

Change is inherently connected to the way an organisation confronts its challenges, defined as a process involving alterations to its goals, technological systems, or operational procedures. However, the effectiveness of change efforts depends heavily on employee support, as they are the most vital and intricate factor in driving successful change. The capacity of an organisation to implement and carry out change is greatly affected by the attitudes and behaviours of its employees towards such change.

5.2 Conclusion

The investigation markedly augmented the understanding of the significant impact of employee attitudes and behaviours on the effectiveness or ineffectiveness of organisational change initiatives. This empirical research meticulously examined the attitudes and behaviours of personnel concerning organisational change within the Department of Employment and Labour situated in KwaZulu-Natal, South Africa. The research embraced a positivist paradigm and employed a deductive methodology. A quantitative research strategy was implemented, and primary data was collected through the distribution of structured questionnaires to 300 respondents, achieving a

comprehensive response rate of 100%. A pilot study was executed, involving 15 employees who were excluded from the principal sample of 300 employees. Data analysis was conducted utilising a range of statistical tests.

The study's findings elucidated interconnections amongst affective, cognitive and behavioural attitudes, highlighting the intricate interplay between emotions, thoughts, and behaviours in the context of organisational change. These findings imply that the emotional reactions and cognitive assessments of participants collaboratively contribute to their exhibited behavioural attitudes. Furthermore, the findings of the research suggest that a significant number of employees exhibit a notably positive perspective regarding organisational change within the Department of Employment and Labour in KwaZulu-Natal. Such positive attitudes reflect a readiness and enthusiasm amongst employees to accept and actively endorse various organisational change initiatives. Nonetheless, while a significant number of employees exhibited favourable attitudes towards organisational change, the study also uncovered instances of resistance amongst certain individuals within the department. Grasping and addressing these areas of resistance is essential for effective change management within the Department of Employment and Labour in KwaZulu-Natal. Moreover, the results underscored variations in respondents' emotions and attitudes across different facets of the change process, and unveiled differences based on age and educational qualifications, indicating disparate cognitive evaluations across these demographic cohorts.

5.3 Recommendations to organisation

Based on the research findings and the synthesis of existing literature, the following recommendations are proffered to the Department of Employment and Labour in KwaZulu-Natal to enhance its approach to organisational change management:

5.3.1 Holistic Change Management

The findings revealed differences in the emotions and attitudes of respondents concerning various elements of the change process. This offers important insights into their emotional reactions and perceptions regarding organisational change. The notable p-values ($p < .001^*$) indicate that the respondents' reactions to the statements assessing affective attitudes are statistically distinct from a neutral response. Malambe

and Toendepi (2023: 17) assert that the affective attitudes of employees during the implementation of change are significantly shaped by the quality of interpersonal relationships between leaders and followers. This dynamic plays a crucial role in the success of organisational change efforts, as it fosters trust, enhances communication, and promotes collaboration (Malambe and Toendepi 2023: 17). Therefore, in order to tackle the discrepancies in respondents' emotions and perspectives regarding various facets of the change process, the Department of Employment and Labour in KwaZulu Natal ought to adopt the following recommendations:

- Develop change management strategies that address emotional, cognitive and behavioural responses. This includes transparent communication and support mechanisms such as counselling or coaching.
- Recognise and celebrate the positive attitudes of employees towards change. Acknowledgement and appreciation can further motivate employees to maintain their enthusiasm for change.
- Identify and nurture "change champions" amongst employees who consistently exhibit positive attitudes. These individuals can serve as advocates for change within their respective teams and inspire their colleagues.
- Creating feedback mechanisms is crucial for employees to express their concerns and ideas about organisational changes. Continuous dialogue channels help resolve issues promptly.
- Evaluate the effectiveness of change management strategies, being ready to adjust the strategy when necessary. However, any modifications to the strategy should be guided by data and employee feedback.

5.3.2 Tailored Inclusive Training and Programs

The results revealed differences based on age and educational qualifications, suggesting varying cognitive evaluations across these demographic groups. Ludviga and Senņikova (2016: 2) contend that younger employees may have a different perception of workplace changes in contrast to their older colleagues. Regardless of the magnitude of the change, whether minor or significant, it influences employees' attitudes in varied ways due to disparities in personal life experiences, personality characteristics, coping mechanisms, levels of motivation and needs, as well as

knowledge, attitudes and behavioural patterns (Ludviga and Senņikova, 2016: 2). The findings of a research study by Saleem and Athambawa (2019: 138) indicated that younger employees possessing advanced educational qualifications are more likely to exhibit negative attitudes regarding organisational change. Al Samman, Ahmed and Aldeeb (2018: 36) state that whenever an organisational change is positively accepted by employees, there would be an increase in knowledge attitudes. To effectively address the cognitive attitudes of respondents regarding organisational change, particularly considering the differences based on age and educational qualifications, the Department of Employment and Labour, KwaZulu Natal should implement the following:

- Develop and implement training programs that are specifically designed to cater to different educational qualifications. The training programmes can be done in-house or through the external service provider. This can help bridge the gap in cognitive attitudes and ensure that all respondents feel included and valued.
- Establish mentorship programs that promote continuous educational development. This form of peer assistance can foster positive cognitive frameworks and amplify intrinsic motivation. Furthermore, aligning junior personnel with experienced professional's, aids in the dissemination of knowledge and eases organisational transitions.
- Encourage a culture of lifelong learning by providing access to educational resources and opportunities for skills development. This can include workshops, online courses and seminars that cater to various educational levels.

5.3.3 Address Resistance Proactively

Behavioural attitude analysis indicated the presence of diverse levels of engagement and reactions to organisational transformation. While certain individuals exhibited proactive behaviours that facilitated change, others demonstrated resistance alongside a predisposition toward neutrality. As posited by Adeniji, Iyiola, Agboola, Akinbode and Epetimehin (2016: 4572), employee resistance can provide significant insights, encompassing feedback and outcomes pertinent to the execution of an organisation's change initiatives. Therefore, resistance to change should not be perceived solely as a behavioural concern; it also highlights the critical role of cognitive

and emotional aspects in employees' responses to the change process (Adeniji et al. 4572). Consequently, it is imperative for the management of the Department of Employment and Labour in KwaZulu-Natal to undertake proactive interventions to address resistance by:

- Engaging in continuous monitoring and identification of the origins of resistance to change, which necessitates transparent communication and empathetic listening to employees' concerns and grievances;
- Formulating and executing targeted strategies to alleviate resistance, such as involving employees in the decision-making process to augment their sense of ownership regarding the modifications; and
- Recognising that not all manifestations of resistance are detrimental. Some can yield valuable insights and contribute to improvements in the change process. It is crucial to foster an environment that promotes constructive resistance.

5.4.5 Cultivate Positive Attitudes

- Leaders within the Department of Employment and Labour in KwaZulu Natal ought to acknowledge and celebrate constructive attitudes exhibited by employees toward change initiatives. Such recognition and appreciation can serve to further invigorate employee commitment to maintaining their enthusiasm for the transformation process.
- Engage employees actively in the change process and recruit change champions from a variety of demographic backgrounds who can advocate for the transformation while representing a spectrum of perspectives within the organisation. These individuals have the potential to act as proponents for change within their respective teams, thereby inspiring their colleagues.

5.3.5 Continuous Monitoring and Evaluation

- It is imperative to systematically monitor the progression of change initiatives instituted by the Department. This process encompasses an assessment of the implementation of novel procedures, evaluation of employee attitudes, and measurement of the achievement of predetermined objectives.

- Evaluate the effectiveness of change management strategies and remain prepared to modify and refine these approaches as required. Adjustments to strategies should be guided by empirical data and feedback from employees within the Department of Employment and Labour, KwaZulu Natal.

These proposals originate from a profound analysis of employee perspectives and behaviours regarding effective change management. Through the execution of these techniques, the Department of Employment and Labour in KwaZulu-Natal, South Africa, stands to boost its proficiency in navigating organisational transformations whilst nurturing a mindset of resilience and perpetual advancement.

5.4 Recommendations for future research

This investigation is constrained in its focus as it exclusively examines employees' attitude and behaviour towards organisational change in the Department of Employment and Labour in KwaZulu Natal, South Africa. In consideration of the conclusions and constraints delineated in this research, alongside the ongoing imperative to explore employee perspectives within the domain of organisational change, the following directions for subsequent research are recommended:

- Engage in longitudinal studies to observe the evolution of employee attitudes and behaviours regarding organisational change over an extended duration. Such protracted analyses are likely to provide a more intricate understanding of the dynamics of attitude transformation and the underlying factors influencing this progression.
- Examine how cultural and regional differences influence employees' attitude and behaviour towards organisational change. A comparative examination across diverse provinces or nations may yield valuable insights into the applicability or cultural particularities of change management methodologies.
- Pursue comparative research across various organisations and sectors to ascertain whether employee attitudes and behaviours towards change vary according to organisational characteristics. Different industries might face distinct challenges and opportunities during the process of change implementation.
- A quantitative method was adopted for this study's analysis. Consequently, subsequent explorations may profit from qualitative strategies to disclose more

profound insights concerning the basic incentives for affirmative outlooks and opposition to change. Qualitative outcomes can offer rich narratives and personal perspectives that quantitative data may fail to capture.

This research aligns with the extant literature that underscores the significance of employee attitudes, the management of resistance and the essential roles of communication and training in the effective management of change.

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APPENDIX A: LETTER OF INFORMATION



LETTER OF INFORMATION

Title of the Research Study: Employees attitude and behaviour towards organisational change within the Department of Employment and Labour in KwaZulu-Natal, South Africa.

Researcher: Wiseman Sibusiso Khumalo

Supervisor/s: Dr Pauline Ngo Henha/Eyono

Brief Introduction and Purpose of the Study: This study focuses on employee's attitude and behaviour on organisational change. Organisations are continuously changing their strategies, procedures, processes, technologies and culture in order to remain competitive in the global world. While the organisations effort to change is understandable, the employee attitudes can be opposing and negative. The purpose of this study is to examine how employees' attitudes and behaviour impacts on organizational change in the Department of Employment and Labour KwaZulu Natal, South Africa.

Outline of Procedures: The researcher will email and personally deliver the questionnaires to the respondents. Completing the questionnaire will take approximately 20 – 25 minutes and the questionnaires will be personally collected or emailed back to the researcher. In addition, participation is voluntary and respondents are expected to be honest and objective when completing the questionnaire.

Risks or Discomforts to the Participant: This study has no predictable risks or distress for the respondents.

Benefits: The researcher will benefit through publications.

In addition, the findings will be made available to Department of Employment and Labour. This will assist the department in understanding employee's attitudes and

behaviour when organisational change is implemented and also to reduce employee's resistance.

Reason/s why the Participant May Withdraw from the Study: Respondents may voluntarily withdraw from participating at any time. However, there are no specific reasons why a respondent may be withdrawn from the study apart from personal reasons. In addition, there are no adverse consequences if respondents voluntarily decide not to participate in the study.

Remuneration: There is no remuneration for respondents.

Costs of the Study: Respondents are not expected to cover any costs related to the study.

Confidentiality: The researcher will ensure that confidentiality is maintained at all times. Names and any personal details are not included in the questionnaire. The covering letter has a section where the researcher undertakes to uphold confidentiality and anonymity at all times during the study.

Research-related Injury: No known injuries are expected from this study and no compensation will be made for any injury or harm that may result due to participation in this study.

Persons to Contact in the Event of Any Problems or Queries:

Researcher: Wiseman Sibusiso Khumalo, 0732648329 or my supervisor, Dr Pauline Eyono (M: 0836708065), or the Institutional Research Ethics administrator on 031 373 2375. Complaints can be reported to the Acting Director: Research and Postgraduate Support on researchdirector@dut.ac.za

APPENDIX B: LETTER OF CONSENT/REQUEST FOR ASSISTANCE



Tel No.: 031 366 2336
Email: wiseman.khumalo@labour.gov.za

2090 Section 2
Madadeni
2951

06 April 2022

Dear Participant

I am a registered student at Durban University of Technology studying Human Resources Management (Masters), and I am conducting a research study on Employees attitude and behaviour on organisational change within the Department of Employment and Labour in KwaZulu-Natal, South Africa. You are humbly requested to assist me with the completion of the questionnaire that would take approximately 10-20 minutes to complete since you have been identified as one of the respondents nominated from the target population.

Please be confident that your responses will be treated with confidentiality and will not be shared with any other party. Therefore, you are please requested to be truthful and objectively when answering all the questions. Your participation is merely voluntary and there is no influence or pressure in completing this questionnaire. Furthermore, your name should not be mentioned on the questionnaire and you may refuse to participate in completion of this questionnaire at any time.

I would like to thank you in advance for taking your time to complete this questionnaire and please feel free to contact me if there are any enquiries.

Wiseman Khumalo (Student)
0732648329

APPENDIX C: IREC APPROVAL



Institutional Research Ethics Committee
Research and Postgraduate Support Directorate
2nd Floor, Berwyn Court
Gate 1, Steve Biko Campus
Durban University of Technology
P O Box 1334, Durban, South Africa, 4001
Tel: 031 373 2375
Email: lvishad@dut.ac.za
http://www.dut.ac.za/research/institutional_research_ethics
www.dut.ac.za

4 February 2022

Mr W S Khumalo
P.O. Box 940
Durban
4000

Dear Mr Khumalo

Employees' attitude and behaviour on organizational change within the Department of Employment and Labour in KwaZulu-Natal, South Africa
Ethics Clearance Number: IREC 006/21

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

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

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

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

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

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

Yours Sincerely

Professor J K Adam
Chairperson: IREC

APPENDIX D: GATE KEEPERS LETTER



employment & labour
Department
EMPLOYMENT AND LABOUR
REPUBLIC OF SOUTH AFRICA

Private Bag X117, PRETORIA, 0001, Laboria House, 215 Francis Baard Street, PRETORIA,
Tel: (012) 309 7963, Fax: (012) 309 4532

25 January 2022

Enquires : TN DIRE

Telephone : 0123094186

Dear Mr Khumalo

**REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN
THE DEPARTMENT OF EMPLOYMENT AND LABOUR'S
KWAZULU-NATAL OFFICES.**

Your signed letter requesting to conduct research refers.

Please be advised that your request to conduct research by distribution of the structured questionnaire in the Department of Employment and Labour's Office has been approved. We wish to inform you that the research is to be conducted by way of a structured questionnaire with relevant official/s of the Department of Labour's Office on a date to be arranged as per your request.

Please be further advised that you will treat the information derived from your research at the Department of Employment and Labour for the execution of your research as completely anonymous and confidential.

Furthermore, the information will not be used for the purpose of victimizing the Department Employment of Labour in any way. In addition, you must at all times be obliged to safeguard the confidential information in pursuance of your research. It must also be emphasized that no information must be used, reproduced, disclosed or disseminated to any organ of state, firm, corporation, person, including third parties, except with the express prior consent of the Department of Employment and Labour.

Furthermore, no data may be modified or merged with any other data, use it for any purpose or do any other thing that may in any manner whatsoever, affect the integrity, security or confidentiality of such data. You are furthermore, required not to permit any third party to read, copy or use the data other than may be specifically required in terms of your request. There can be no publication of articles in any journal or book or the like based on your research without the consent of the Department of Employment and Labour.



employment & labour

Department of
EMPLOYMENT & LABOUR
REPUBLIC OF SOUTH AFRICA

The research and its findings are to be made available to the Department of Employment and Labour.

You must sign the attached Undertaking in order that effect is given to the Department of Employment and Labour's approval.

We trust that the above is in order.

Yours sincerely

Mr Thobile Lamati
Director-general: Labour
Date: 25/01/2022

APPENDIX E: QUESTIONNAIRE

Topic: Employees' attitude and behaviour on organisational change within the Department of Employment and Labour in KwaZulu-Natal, South Africa

ANNEXURE B

SECTION A: BACKGROUND INFORMATION

This section is on your background. It covers your personal and professional details. Kindly choose the one that is the most appropriate for you.

1. Gender:

1.1 Male	
1.2 Female	
1.3 Other	

2. Race:

2.1 African	
2.2 Coloured	
2.3 Indian	
2.4 White	
2.5 Other	

3. Age:

3.1 (18-25)	
3.2 (26-35)	
3.3 (36-45)	
3.4 (46-55)	
3.5 (56-65)	

4. Qualification:

4.1 Matric	
4.2 Diploma	
4.3 Degree	
4.4 Honours	
4.5 Master's Degree	
4.6 Doctorate	
4.7 Other Qualification	

5. Employment Service with Department of Employment and Labour:

5.1 (5 years or less)	
5.2 (6-15 years)	
5.3 (16-25 years)	
5.4 (+26 years)	

6. Marital Status:

6.1 Single	
6.2 Married	
6.3 Widowed	
6.4 Living with Partner	
6.5 Other	

7. Have you participated in any organisational change?

7.1 Yes	7.2 No

8. Are you aware of the change efforts implemented by the Department?

8.1 Yes	8.2 No

SECTION B: AFFECTIVE ATTITUDE

Please indicate the extent to which you like or dislike changes in your organisation by placing a cross (X) in the appropriate block for each of the questions below.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9.1 I feel ease with the change					
9.2 I am concerned about the change					
9.3 I feel irritated and in state of denial about the change					
9.4 I show anger and hostility towards the attributes of change					
9.5 I am enthusiastic and excited about the change					
9.6 I am passionate and proud about the change					
9.7 I have no clear feelings about the change					
9.8 I keep aloof from the change					
9.9 Change makes me emotionally invigorated					
9.10 Change gives me peace					
9.11 Due to change, I am satisfied with my job					
9.12 I like change					

SECTION C: COGNITIVE ATTITUDE

Please indicate your perceptions on the benefits of organisational change by placing a cross (X) in the relevant block for each of the questions below.

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10.1 I believe that a change is necessary					
10.2 I believe that the change implemented is appropriate for the organisation					
10.3 I believe that a change is not necessary					
10.4 I believe that the change implemented is not appropriate for the organisation					
10.5 I believe that only change will increase organisational effectiveness					
10.6 I believe that only the way change is implemented will bring benefits to the organisation					
10.7 I believe change or not, the situation in the organisation will remain the same					
10.8 I believe that no matter how the change is implemented, it will not affect the situation in the organisation					
10.9 I believe change has a positive impact in the organization					
10.10 I believe change helps with the development of the organisation					
10.11 I am optimistic about the outcomes of change					
10.12 I believe that change has its aims					

SECTION D: BEHAVIORAL ATTITUDE

Please describe your behaviour towards organisational change by placing a cross (X) in the appropriate box for each of the questions below.

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11.1 I only do what is required of change					
11.2 I am not interested to know whether others are interested in change					
11.3 I refuse to participate in any form of change activity					
11.4 I recruit others to sabotage or oppose the plan for change					
11.5 I engage and take responsibility in the change					
11.6 I inspire others to engage in the change					
11.7 I am keen to show that I am neutral in the change					
11.8 I encourage others to be neutral in the change					
11.9 I encourage others about the benefits of change					
11.10 I am willing to help to ensure change is successful					
11.11 I support the implementation of change					
11.12 I fight for the success of change					

APPENDIX F: TURNITIN REPORT

24/11/2024

Wiseman Khumalo Turnitin.docx

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