

DURBAN UNIVERSITY OF TECHNOLOGY

**SHAPING THE FUTURE OF ORGANISATIONAL CHANGE THROUGH EFFECTIVE
LEADERSHIP: A CASE STUDY OF THE KWAZULU-NATAL ROAD TRAFFIC
INSPECTORATE**

SANELE LUTHULI

AUGUST 2025



SHAPING THE FUTURE OF ORGANISATIONAL CHANGE THROUGH EFFECTIVE
LEADERSHIP: A CASE STUDY OF THE KWAZULU-NATAL ROAD TRAFFIC
INSPECTORATE

Submitted in fulfilment of the requirements of the
degree of Doctor of Philosophy in Management Sciences
Specialising in
Business Administration
in the
Faculty of Management Sciences
at the Durban University of Technology

SANELE LUTHULI

AUGUST 2025

APPROVED FOR FINAL SUBMISSION

Supervisor: Dr Omololu Fagbadebo. DUT

Date: 15-08-2025

DECLARATION

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

I also certify that the thesis has not heretofore been submitted in any of its parts or entirety for a degree of Doctor of Philosophy in Management Sciences, specialising in Business Administration, in any other institution of higher learning locally or internationally.

I now permit my work to be available for photocopying and re-printing, for inter-library loan, and for the title and abstract of this thesis to be made available to other educational institutions and students.

Sanele Luthuli

15 August 2025

Date

DEDICATION

This dissertation is dedicated to my great, great, great ancestor, the King of the Shangase clan, “uSgoloza esMehlobovu, iNkanyamba yamanzi, uBhukuda kwesi neNgwenya isiZiba, uManyakanyaka”, who came to me in a dream in March 2021 and instructed me to further my studies because he wants a red academic gown. He further showed me the research topic to further my studies on, and I convey my sincere and elephantine gratitude to him because I was apprehensive about embarking on this trajectory. I further dedicate this dissertation to his almighty “iNkosi yama Khosi, uShembe oyiNgcwele uBhombela iStimela sama Mpondo”.

ACKNOWLEDGEMENTS

I hereby wish to express my gratitude to the Lord and my ancestors for giving me patience, determination, and the ability to conclude this dissertation. My gratitude also goes to my two lovely parents, Mbongwa Enock Luthuli and my late mother, Thulisile Agnes Luthuli, for their encouragement and for taking care of me. To all my family members, I appreciate all the support you have given me. How can I forget my great supervisor, Dr Omololu Fagbadebo, for being patient with me from the beginning to the end! I acknowledge his support.

I would also like to acknowledge the ever-accommodating DUT Steve Biko Campus librarian, Sara Mitha.

To the KwaZulu-Natal Road Traffic Inspectorate, Head Office, Empangeni Region, and Ladysmith Region, for allowing me to conduct my study.

To my DUT brothers and sisters, thanks for your support and encouragement throughout the study.

My gratitude to the DUT Research Office for its assistance, including the granting of the original scholarship.

My sincere appreciation to all those who assisted me, and who have not been mentioned here. I sincerely thank you all.

ABSTRACT

In recent times, organisations have always been controlled by changes; hence, their ability to respond positively to changing expectations and increased pressure is vital. Changes in the environment compel organisations to change. Effective leadership is critical during organisational change as leaders are central in the change management process. Therefore, this study examined the role of leadership in change management in the KwaZulu-Natal Road Traffic Inspectorate. An exploratory and qualitative research design was adopted for this study. An exploratory research design is used when the researcher intends to investigate a problem that is not clearly defined. A purposive sampling research approach was used to select a sample of 28 participants: 3 senior managers, 3 middle managers, 4 junior managers, 4 supervisors, 4 field supervisors, and 10 traffic officers of the KwaZulu-Natal Road Traffic Inspectorate in Empangeni (Region 1) and Ladysmith (Region 2) regions. Interviews were conducted face-to-face, generating electronic voice recordings for transcription and analysis, ensuring data integrity. The interviews' data were transcribed word-for-word and subjected to thematic analysis. The transcriptions were imported into NVivo 12 for analysis, organising the coded data into subthemes aligned with the research questions from the interview guide.

Twelve themes and various subthemes were uncovered as part of the findings of the study. The examination of various themes related to organisational change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) has provided valuable insights into the complex dynamics surrounding change initiatives. Throughout the analysis, several key findings have emerged, shedding light on the challenges, opportunities, and recommendations for enhancing organisational effectiveness through successful change management. First and foremost, the dynamic nature of organisational culture within the KZN RTI underscores the importance of effective leadership, positive management practices, and strategic human resource management in navigating cultural shifts. The multifaceted rationales for change, including managerial appointments, technological advancements, and negative management attitudes, highlight the need for balanced approaches to ensure organisational resilience and competitiveness. Therefore, the management of the KwaZulu-Natal Transport Inspectorate needs to institute operational change management to control the application of governance strategies and processes for the successful delivery of an excellent and effective infrastructure.

TABLE OF CONTENTS

DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
ABSTRACT.....	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xii
LIST OF FIGURES.....	xiii
ACRONYMS.....	xiv
CHAPTER ONE INTRODUCTION AND PROBLEM ORIENTATION	1
1.1 INTRODUCTION.....	1
1.2 BACKGROUND	2
1.3 PROBLEM STATEMENT	4
1.4 RESEARCH AIM AND OBJECTIVES	8
1.5 SIGNIFICANCE OF THE STUDY	8
1.6 CLASSIFICATION OF CHAPTERS	8
1.7 CONCLUSION	10
CHAPTER TWO LEADERSHIP DURING ORGANISATIONAL CHANGE.....	11
2.1 INTRODUCTION.....	11
2.2 LEADERSHIP THEORIES	12
2.3 LEADERSHIP STYLES.....	15
2.3.1 Transactional leadership.....	15
2.3.2 Transformational leadership	18
2.3.3 Autocratic Leadership	20
2.3.4 Democratic leadership	23
2.3.5 Laissez-faireLeadership	26
2.3.6 Bureaucratic Leadership	28
2.3.7 Destructive Leadership	31
2.3.8 Adaptive leadership	34
2.3.9 Servant Leadership.....	36

2.4	IMPORTANCE OF LEADERSHIP DURING CHANGE	38
2.5	CONCLUSION	41
CHAPTER THREE PERSPECTIVES OF CHANGE MANAGEMENT		42
3.1	INTRODUCTION.....	42
3.2	REASON FOR CHANGE	42
3.3	CHANGE MANAGEMENT CONCEPT.....	44
3.3.1	Individual Change	44
3.3.2	Team Change	48
3.3.3	Miller, Craighead, and Karwan Service recovery model	54
3.4	ORGANISATIONAL CHANGE	55
3.4.1	Unplanned and planned organisational change	58
3.4.2	ADKAR model of managing change	60
3.4.3	Kurt Lewin's model on change	66
3.4.4	Mckinsey 7S Model.....	71
3.4.5	Kotler's Change Management Model.....	77
3.4.6	Kubler-Ross change model.....	81
3.5	RESISTANCE TO CHANGE	85
3.6	ORGANISATIONAL CULTURE ON CHANGE.....	89
3.7	INFORMATION TECHNOLOGY AND CHANGE	93
3.8	COMPLEX CHANGE	95
3.9	SUMMARY OF THEORIES.....	99
3.10	CONCLUSION	101
CHAPTER FOUR RESEARCH METHODOLOGY.....		102
4.1	INTRODUCTION.....	102
4.2	PHILOSOPHICAL FOUNDATION AND RESEARCH PARADIGM	102
4.3	RESEARCH APPROACH	103
4.4	RESEARCH DESIGN	103
4.5	SETTING.....	104
4.6	QUALITATIVE RESEARCH	105
4.7	POPULATION	105

4.8	SAMPLING METHOD	106
4.9	SAMPLE SIZE.....	107
4.10	RECRUITMENT OF PARTICIPANTS.....	108
4.11	INCLUSIVE AND EXCLUSIVE CRITERIA.....	108
4.12	APPROACHES TO GATHERING DATA.....	109
4.13	MEASURING INSTRUMENTS.....	109
4.14	DATA ANALYSIS	110
4.15	PILOT STUDY.....	111
4.16	DELIMITATIONS/SCOPE	112
4.17	LIMITATIONS.....	112
4.18	TRUSTWORTHINESS.....	112
4.19	ANONYMITY AND CONFIDENTIALITY.....	112
4.20	ETHICAL CONSIDERATIONS.....	113
4.21	CONCLUSION	113
CHAPTER FIVE DATA ANALYSIS AND DISCUSSION OF FINDINGS		114
5.1	INTRODUCTION.....	114
5.2	CHARACTERISTICS OF THE PARTICIPANTS	115
5.3	THEMES AND SUBTHEMES	116
5.3.1	Theme 1: Organisational Culture Shifts	118
5.3.2	Theme 2: Rationale for Change in the Organisation	128
5.3.3	Theme 3: Departmental Framework for Change Management.....	139
5.3.4	Theme 4: Organisational Readiness for Change	144
5.3.5	Theme 5: Individual Behaviour and Its Impact on Leadership Proposed Change 151	
5.3.6	Theme 6: Reactive Organisational Culture and Change Management...	163
5.3.7	Theme 7: Dissatisfaction with Change Implementation Process.....	167
5.3.8	Theme 8: Participation in Change Management Sessions	185
5.3.9	Theme 9: Evaluating the Effectiveness of Communication Strategies	188
5.4	CONCLUSION	196
CHAPTER SIX PERCEPTIONS OF CHANGE MANAGEMENT IN THE ORGANISATION AND DEVELOPMENT OF A FRAMEWORK		197

6.1	INTRODUCTION.....	197
6.2	CONTINUATION OF THEMES AND SUBTHEMES	197
6.2.1	Theme 10: Perception of Change in the Organisation	197
6.2.2	Theme 11: Influence of Existing Organisational Culture on Change.....	206
6.2.3	Theme 12: Recommendations for Improving Organisational Change Process215	
6.3	SUMMARY OF KEY FINDINGS.....	225
6.4	CONCLUSION	226
CHAPTER SEVEN CONCLUSION AND RECOMMENDATIONS.....		228
7.1	INTRODUCTION.....	228
7.2	SUMMARY OF THE THEORETICAL STUDY.....	228
7.3	REFLECTION AND EVALUATION OF STUDY OBJECTIVES.....	229
7.3.1	To examine the influence of organisational culture on organisational change in the KwaZulu-Natal Road Traffic Inspectorate.....	229
7.3.2	Examining the influence of leadership on change management in the KZN RTI	230
7.3.3	Identifying and analysing the drivers and challenges that influence change management in the KZN RTI	230
7.3.4	To explore the status of change management in the KZN RTI	231
7.3.5	Developing and validating a strategic change management framework for successful implementation of the KZN RTI	231
7.4	CONTRIBUTION AND IMPLICATION OF THE STUDY	232
7.5	LIMITATION OF THE STUDY.....	234
7.6	DIRECTION FOR FUTURE RESEARCH.....	234
7.7	CONCLUSION	235
LIST OF REFERENCES		236
ANNEXURES		270
	ANNEXURE 1 STUDY QUESTIONNAIRE.....	270
	ANNEXURE 2: EDITING CERTIFICATE	272
	ANNEXURE 3: GATEKEEPERS LETTER.....	273

ANNEXURE 4: LETTER OF INFORMATION.....	274
ANNEXURE 5: CONSENT	278

LIST OF TABLES

Table 5.1 Characteristics and positions of the participants.....	115
Table 5.2 Emerged themes and subthemes.....	116

LIST OF FIGURES

Figure 3.1 ADKAR model of managing change	60
Figure 3.2 Kurt Lewin's model of change	66
Figure 3.3 Mckinsey 7S Model	71
Figure 3.4 Kotler's Change Management Model	77
Figure 3.5 Kubler-Ross change model	81
Figure 5.1 Visualisation of KZN RTI cultural shifts.....	118
Figure 5.2 Visualising the rationale for the change in the organisation.....	129
Figure 5.3 Visualisation of organisational readiness for change in the KZN-RTI.....	144
Figure 5.4 Visualisation of individual behaviour and its impact on change management	152
Figure 5.5 Visualising the participants' area of dissatisfaction with change management implementation.	168
Figure 6.1 Visualising the recommendation for improving the organisational change process.....	216
Figure 6.2 Word cloud subsuming the commonly used words in the interview text.	226

ACRONYMS

KZN	KwaZulu-Natal
DOT	Department of Transport
RTI	Road Traffic Inspectorate
RTMC	Road Traffic Management Corporation
NTP	National Traffic Police
POD	Personal Officer Device

CHAPTER ONE

INTRODUCTION AND PROBLEM ORIENTATION

1.1 INTRODUCTION

Change is continuous and difficult to explore because it betides in corporate settings and people's daily lives (Oreg and Berson, 2019: 273). We are all subjected to change of some sort at some stage. According to Hanelt et al. (2021: 1160), organisational change can be impelled by internal and /or external pressures, henceforth, changes in policy, procedures or processes. It is fundamental for nowadays organisations to better understand the significance of successfully managing the demanding change to prepare for adapting not only to the status quo but also to the future.

According to Aryal et al. (2020: 5048), during the organisational change process, it is of the essence for organisations to be strategic, structural, process-oriented, technological, and people-oriented. Leithwood, Jantzi, and Steinbach (2021: 246) elucidate organisational change management as all practices and activities that allow an organisation to attune to the constantly changing environment with minimal adverse consequences. Whilst Bellantuono et al. (2021: 2) state that change management is a structured and systematic process used to develop and implement strategic interventions for organisations that seek to transition from the current state to the envisaged state.

Holten, Hancock, and Bøllingtoft (2020: 395) state that change management generally deals with first-order change or incremental change and second-order change or transformational change. The first-order change that is sometimes referred to as incremental change does not question the context and overall system of the organisation, as it often attributes changes in procedures and policies, individual needs, skills, and task requirements. Whilst second-order change that is also known as transformational change includes changes associated with fundamental assumptions, coupled with a shift and realigning of vision, beliefs, values, attitudes, culture and core processes (Hillmann and Guenther 2021: 8). Effective leadership is of the essence in managing change.

Shaping the future through effective leadership seeks to strengthen organisational performance capability and ability through reactive and proactive actions to overcome either externally imposed or internally induced changes. Managing organisational change through effective leadership is often a fraction of the human resources management process. Katsaros, Tsirikas and Kosta (2020: 335) assert the significance of managing change through effective leadership in today's organisations, not only for keeping up with the variation of existing operations, but also for steering the organisation towards the envisaged future. When change is managed successfully, it leads to employees accepting the new vision, new culture and new behaviour. Irrespective of addressing forced or proactive changes, managing them successfully determines the organisation's future status on survival, strategic direction, and development.

Though numerous change management models exist and vary in specifics, most of them focus on three phases. The first phase is preparing for the change, which includes planning, analysing and strategy development. The second phase is leading and managing the implementation of change. Lastly, the third phase is consolidating and institutionalising the change, which involves change review, corrective action, feedback analysis and stabilising the implemented change (Errida and Lotfi 2021: 2).

1.2 BACKGROUND

Change is not easy, but failing to change can be fatal. An organisation's ability to change is vital to keep up with the times (Okemba 2018: 7). Organisations are always controlled by changes; hence, their ability to respond positively to changing expectations and increased pressure is vital. Changes in the environment compel organisations to change. Effective leadership is critical during organisational change as leaders are central in the change management process (Attah, Obera and Isaac 2017: 37). If all managers could understand and fulfil their responsibilities of leadership during organisational change, the organisational change management process would be implemented easily. It is of paramount significance that leaders accomplish goals by creating the vision, setting the direction and inspiring and aligning followers to resonate with the vision of the organisation (Chhotray, Sivertsson and Tell 2018: 40). According to Kumalo and Scheepers (2021: 137), poor performance in terms of service delivery associated with the

deteriorating South African government departments is due to limited academic attention given to the synergy of leadership and change management of the public sector.

It is of paramount significance to constantly and timeously adapt from old to new business trends as procedures and processes of modern society become outdated at a startling rate because of the ever-evolving trends in the daily lives of individuals. Subramoney and Matshabaphala (2019: 673) stress the significance of managing change through effective leadership to obtain the buy-in and transform the mindset, skills, and behaviour of employees. For traffic departments to enhance their endeavours of succeeding and remain competitive, top leaders and senior managers have to constantly improve service delivery by continually adapting to change and managing it shrewdly. Kiplagat (2020: 3) asserts the significance of leadership in swaying employees to accept prearranged changes of ameliorating organisations. The author further stresses that African organisations should endeavour to master the synergy of leadership and change management to enhance their competitiveness.

In Africa, traffic law enforcement is affected by some problems that impact the quality of service delivery. These problems include the sector's resistance to change, thus increasing road accidents, fatalities, corruption, and unacceptable road user behaviour, as a result, costing countries extortionate sums of money (Onyango 2022: 3). In Tanzania, traffic officers are officially tasked to also provide first aid and transport to injured road users from the accident scene to hospitals despite the insufficient manpower to conduct their road traffic operations alone. Furthermore, previous studies have identified shortcomings in the knowledge and practices of Tanzanian traffic officers in their first aid functions (Ndile et al. 2020: 2).

Outdated strategies, outdated modus operandi, and personnel capacity constraints continue to hinder the progress of traffic departments in African countries (Ramavhunga 2018: 2). Despite adopting the Decade of Action international road safety strategy from 2011 to date, the number of road accident fatalities remains high on South African roads, as 1685 deaths were recorded during the 2021 to 2022 festive season (South Africa Department of Transport 2022). According to Modipa, Kockott and Olutola (2022: 1006), the majority of accidents on South African roads are caused by both pedestrians' and

motorists' inability to understand the rules of the road. The above statements signify the necessity for change in the road traffic departments in African countries.

To strengthen and maintain the success of organisational change management, several questions need to be asked. Firstly, what are the principles underpinning the foundation for a successful change? Secondly, how can we implement the laws of change, and what individual skills are essential? Thirdly, what is the role of leadership in change management? Finally, why is change important in an organisation? It is imperative to note that all these challenges and questions provide a fertile ground for organisational failure when they are not dealt with suitably. This can break the trust and tarnish the relationships of leaders, managers, and employees, thus impeding the organisational change process. As a result, organisations fail to implement the necessary changes and fail to improve service delivery.

This study sought to examine and improve the role of leadership in the organisational change process. This study was conducted in the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) regions. Region One (Empangeni) consists of eight stations, and Region Two (Ladysmith) consists of six stations, which are two of the four regions of the KwaZulu-Natal Department of Transport provincial traffic department. The KZN RTI is a provincial traffic organisation that is a directorate under the KwaZulu-Natal Department of Transport (KZN DOT). It consists of 25 stations within four regions. The four regions are Empangeni (Region One), Ladysmith (Region Two), Pietermaritzburg (Region Three) and Durban (Region 4).

1.3 PROBLEM STATEMENT

The poor state of government institutions cannot be isolated from the issues of organisational change management. According to Okolai (2017: 4), organisational change management rarely succeeds, with a success rate of around 30 per cent. The author further states that only government organisations that adapt to change timeously remain effective because when organisations respond swiftly and effectively to the conditions of the changing environment, they can survive. Thus, government institutional leaders have to align themselves with the concepts of organisational change

management and ensure that they successfully spearhead the change management process.

Employees tend to resist change, whether it is planned or not (Cocieru et al. 2019: 266). Ajmal et al. (2012: 111) hold a similar view as they emphasise the significance of effective leadership in the change management process, as top managers of any organisation are crucial in keeping the process going and ensuring the maintenance of organisational operational reliability. It is important to understand that not all change will be successfully implemented at once, and this is supported by a handful of government organisations that can meet their stated objectives (Cameron and Green 2019: 110-111).

This study investigated the influence of leadership in change management in the KwaZulu-Natal Road Traffic Inspectorate. The South African Disaster Management Act of 2000 was amended in March 2020 when the country was severely affected by the advent of the global COVID-19 pandemic, as a result, a significant number of restrictions that compelled law enforcement agencies to reconfigure their approaches were promulgated (Ngqangashe, Heenan, and Pescud 2021: 2). Early in the pandemic, African law enforcement agencies struggled to provide their employees with personal protective equipment (PPEs), despite their heightened risk of being exposed to the Covid19 virus as frontline workers (Jennings and Perez 2020: 692). Beyond the physical changes, there were concerns about employee well-being, increased employee stress, and limited assistance thereof (Maskály, Ivković, and Neyroud 2021: 269).

The lack of advanced technological tools of the trade for conducting traffic law enforcement in African countries grants law enforcers sizeable discretionary power, as a result, making it difficult for effective oversight and that is detrimental to the efforts of reducing corruption (Onyango 2022: 3). Kumalo and Scheepers (2020: 2) contend that majority of impediments in the African public sector institutions are leadership related. The author further states that turnarounds are key in addressing impediments, and they require effective leaders to steer their institutions towards successful change. However, the insufficiency of leadership theories on how leaders can successfully change their organisations remains a concern (Brown, Brown, and Nandedkar 2019: 12). When change is introduced in government organisations, it comes with a lot of excitement,

attention, and publicity (Mader, Scott, and Razak 2013: 265). As time goes by, the attention and excitement fade, and old habits are restored. Thus, the introduced styles of managing change must cement new ways of doing things and behaviours.

Change management in government entities is driven by leaders and managers though a majority of staff and managers appear not to understand the rationale, thus leading to inaction and mismanagement (Siebrits, Du Plessis and Jansen 2020: 2). As a result, rationale for change has not been significantly challenged because leaders and managers are often perceived to be doing the right thing (Duxbury et al. 2018: 317). When change is not understood, the ability to identify and apply the most suitable change method is hindered (Almansoori 2019: 10). Lack of understanding of organisational change mirrors the presence of a knowledge gap.

Knowledge gap results in poor sharing of responsibility, ineffective coordination, lack of ownership, and poor relationships between relevant players; as a result, enabling stagnation and confusion, demotivation, uncertainty, and resistance to change (Mugambi 2017: 37). Empirical data regarding change management in government sectors or law enforcement sectors is limited. Most studies focus on change management in private business organisations or corporate organisations. As explained by Stouten, Rousseau, and De Cremer (2018: 778), such a predicament complicates determining if change management or change undertaken is absent or present and ineffective or effective. The scarcity of empirical data and information perplexes evaluating current practices or determining the effectiveness of the status quo of change management (Almansoori 2019: 11). However, it is critical to note the abundance of empirical data and information about organisational change that was instigated by the advent of the deadly Covid19 virus, thus highlighting most government organisations' reactionary disposition to change management (Haldar and Sethi 2020: 1871).

Information on change impacts and capacity of the public sector particularly in the South African traffic law enforcement institutions is difficult to find, thus hindering assessing the compatibility of organisational culture with the change path-way (Jayatilleke and Lai 2017: 2). Hee and Shanmugam (2019: 523) emphasise the significance of investigating and keeping records of the correlation between the change process, change management

strategies and change impacts; to assist in planning for the future. Al Harahsheh (2014: 493) stresses the importance of having a change impact assessment process by recommending that theory can be utilised as a tool for mobilising and determining the efficacy of change management in organisations.

It is widely accepted that private sector leaders have implemented the change in a broader and more efficient context than their public sector counterparts. As a result, the public sector has a less satisfactory experience of organisational change than the private sector (Al-Alawi et al. 2019: 116). Furthermore, the author emphasises the lack of an effective organisational change management model in South African public sector entities, particularly traffic law enforcement institutions. There is limited research that clarifies the role of leaders in the change management of public entities; furthermore, change management research has often neglected theories of leadership (Schmidt, Groeneveld, and Van de Walle 2017: 1548).

The COVID-19 pandemic also had a significantly detrimental impact on the modus operandi of public entities, particularly traffic law enforcement institutions, as a result exposing their non-readiness in dealing with unplanned organisational change (Stogner, Miller, and McLean 2020: 727). Many organisations were compelled to institute unfavourable changes in managing administrative, operational, and economic challenges (Malik, Sinha, and Goel 2020: 39). As a result, the disruptions inflicted by the COVID-19 pandemic pose existential threats and deploy gigantic impacts on employees, forcing organisations to reconfigure their strategies and operations to better suit the new changed working environment (Li et al. 2021: 9).

A South African context must be investigated to investigate the role of leadership in change management, particularly in government entities, because they are crucial in community development. The majority of government entities are grappling with change management issues. This study focused on the KwaZulu-Natal Road Traffic Inspectorate, which is the directorate of the KwaZulu-Natal Department of Transport. It will assist it in managing change through effective leadership. It is envisaged that the findings of this study will also improve and transform the organisation.

1.4 RESEARCH AIM AND OBJECTIVES

The overall aim of this study is to examine the role of leadership in change management in the KwaZulu-Natal Road Traffic Inspectorate. In addition, the following specific objectives are derived to achieve the overall aim of the study.

- To examine the influence of organisational culture on organisational change in the KwaZulu-Natal Road Traffic Inspectorate.
- To examine the influence of leadership on change management in the KwaZulu-Natal Road Traffic Inspectorate.
- To identify and analyse the drivers and challenges that influence change management in the KwaZulu-Natal Road Traffic Inspectorate
- To explore the status of change management in the KwaZulu-Natal Road Traffic Inspectorate
- To develop and validate a strategic change management framework for successful implementation for the KwaZulu-Natal Road Traffic Inspectorate

1.5 SIGNIFICANCE OF THE STUDY

The research contributed to theory building in the context of government institutions, where there is a global information gap in change management, particularly in South Africa. The study set benchmarks in the KwaZulu-Natal Department of Transport on the service failure issues associated with change management, and leadership is pivotal as organisational change descends from top to bottom. This study attempts to improve the role of leadership in change management in the KwaZulu-Natal Road Traffic Inspectorate by cross-examining/interviewing senior, middle, and junior managers of the KwaZulu-Natal Road Traffic Inspectorate. Additionally, this study set the pace for determining the leadership qualities and strategies for an effective change management process, which will improve the role of leaders and enhance organisational change. Furthermore, this study developed a change management model that will act as a framework for the application of organisational change in the KwaZulu-Natal Road Traffic Inspectorate..

1.6 CLASSIFICATION OF CHAPTERS

The following are the chapters that underpin this study:

Chapter one: Introduction and problem orientation

This chapter discusses the introduction and background to the study, the problem statement, the study objectives, the significance of the study, and a brief outline of the chapters covered in this study.

Chapter Two: Leadership during Organisational Change

This chapter provides an overview of the leadership during change management. It highlights key theories of leadership in detail.

Chapter Three: Perspectives on Change Management

This chapter presents a discussion of literature with particular reference to change management.

Chapter Four: Research Methodology and Design

This chapter presents the methodology of this study, strategies employed for primary research, and the details regarding the operational aspects of the study. In addition, the sampling procedure, ethical considerations, reliability, and validity of the study are presented.

Chapter five: Data analysis and discussion of findings

The primary focus of this chapter is to present an analysis of the data collected from the student survey and reports of empirical findings of the study. The results emerging from the study are interpreted and discussed in detail.

Chapter Six: Perceptions of Change Management in the Organisation and development of a framework

This chapter is an extension of the data analysis and discussion of findings chapter. It focuses on the themes related to the perception of change management and the development of the change management framework.

Chapter seven: Recommendations and conclusions

This chapter provides a discussion of the summary of the findings, recommendations, and major conclusions of this study. It further highlights the major contribution of this study, the implications of the study for industry practitioners and suggests future studies.

1.7 CONCLUSION

The current chapter provided the context of this study, the research problem, aims and objectives, and the significance of the study. Furthermore, a brief outline of the classification of chapters is presented. The next chapter provides a literature review of leadership theories during organisational change.

CHAPTER TWO

LEADERSHIP DURING ORGANISATIONAL CHANGE

2.1 INTRODUCTION

Succeeding with organisational change remains a universal challenge for leaders. How the change recipients embrace it determines the extent of its success (Holten, Hancock, and Bøllingtoft 2019: 393). Change literature suggests that during organisational change, for example, the acuity of leaders when change is implemented determines how change is received. Al-Ali et al. (2017: 724) assert that effective leadership is critical in managing resistance to change by motivating employees to participate using the applicable elements of organisational culture. It is imperative to ensure that the implemented change is sustainable. It is also important to understand why change happens and the requirements of making change through effective leadership, a more welcoming concept.

You are likely to hear a unique answer every time you ask anyone what it means to be a leader. This stems from the fact that people possess varying ideas of what leadership is, with the different leadership styles in the bargain. Leadership definitions and styles may differ, but their fundamental sentiments remain similar because leaders are people who recognise the significance of attaining goals whilst inspiring people along the way (Helmrich 2015: 1).

The researcher asserts the significance of effective leadership in the process of organisational change. Effective leadership is a shared experience of a journey through time, with benefits to be acquired whilst conquering obstacles by all parties involved (Dubey, Pathak and Sahu 2023: 223). An effective leader is aware that he or she is not a sole voyager, but a critical figure whose inactions or actions can decide the fate of an organisation and the wellbeing of others (Burnes, Hughes and By 2018: 2). Coe, Wiley and Bekker (2019: 2019) assert their belief in effective leadership when enhancing organisational change from all levels of an organisation. Zada et al. (2023: 5) state that it is highly unlikely for top managers to manage change on their own. An effective leader can positively influence the organisational climate by achieving continuous improvement despite existing unfavourable circumstances (Swart, Pottas, and Maree 2021: 1).

Defining leadership distinctly is not uncomplicated, as there is no congruous definition provided in the literature. Most definitions define leadership as a process where one applies deliberate influence over others to realise organisational objectives (Daniëls, Hondeghem, and Dochy 2019: 2). Vann, Coleman, and Simpson (2014: 30) define leadership as a process that explains that employees have joined forces to realise organisational objectives at the behest of their leader. Collinson (2014: 40) elucidates leadership as the leader's capability to make followers resonate with tasks, subsequently achieving organisational goals.

Effective leadership fosters positive behaviours that convey positive work outcomes, while incompetent leadership is detrimental to the survival and growth of an organisation. As a result, leaders should ensure their followers are motivated and result-oriented (Kanwal, Lodhi, and Kashif 2019: 991). An Effective leader shares the vision of the organisation with their followers and ensures that their teams accomplish organisational objectives through synergy. As Crainer and Dearlove (2013: 151) state, a leader is always judged by others; however, it remains paramount for them to focus on their responsibility of ensuring that their team perseveres through all hardships and realises their goals. Antonakis and House (2014: 747) argue that effective leaders should adapt to the external environment and comprehend their role of managing resources effectively and efficiently. This chapter focuses on leadership concepts and theories to improve the aspects of leadership in the organisational change management process.

2.2 LEADERSHIP THEORIES

The best way to describe the paradox of leadership theories is by using the ancient Indian story of six blind (blind used figuratively here) men who were never exposed to an elephant before. One day, these men were ushered to meet a specific part of an elephant, each man touching a different part from his peers. Each man held one of the following six parts: trunk, tusk, ears, legs, belly area towards the back, and the tail. These men were then taken aside to describe the parts of the elephant they had touched. The one who touched the trunk called it a snake, the one who touched the ears called it a fan, the one who touched the leg called it a pillar, the one who touched the belly said it was a wall and the blind man that touched the tail said it was a rope. After these men expressed

their views, an argument ensued because each man described the elephant differently, according to the part they had touched. They could not consider all the parts of the elephant because they only had access to one part each (Mango 2018: 58). The author further states that many scholars tend to push one leadership perspective as the complete variety of leadership, like the six blind men.

Dinh et al. (2014: 14) and Khan et al. (2015: 1-3) validated the following leadership theories: the great man theory, trait theory, behavioural theory, management theory, participative theory, power theory, relationship theory, contingency leadership theory, and situational leadership theory. The great man theory was developed in the 19th century. It postulated that leadership traits are internal, suggesting that illustrious leaders are born and not made. The trait theory partly resonates with the great man theory, arguing that leadership qualities can be acquired, but a good leader is born with certain qualities that enable them to excel. Leadership traits are categorised as stated by Colbert et al. (2012: 670). The trait theory distinguishes leaders from other individuals. According to Grint (2020: 317), the management theory focuses on organisation, supervision, and group performance, whereas Shin and Park (2021: 3) state it involves planning, leading, organising, and controlling resources to realise specific goals effectively and effectively. The participative theory includes ideas and employee feedback in the decision-making process; furthermore, it requires good communication skills, an inclusive mindset, and the inclination and ability to share power (Khassawneh and Elrehail 2022: 3). The power theory is largely in organisations where promotion and hierarchy are pivotal to succeed. The power theory suggests that the only way to influence change is to gain power of your own, and this may result in low morale, cliquey and political climates in the organisation (Joullié et al. 2021: 2). The relationship theory is underpinned by the leadership style surrounding relationships or interactions with others, where leaders work with their followers and mentor them whilst focusing on achieving organisational goals (Steffens et al. 2021: 2).

The behavioural theory of leadership focuses on the leader's behaviour, rather than their social or physical characteristics. The leader is concerned with people and organisational tasks. This theory is centred on the credence that great leaders are made rather than born (Kaluza et al. 2020: 37). Amanchukwu, Stanley and Ololube (2015: 8) assert that

training and observation are fundamental when learning how to become a leader. Antonopoulou et al. (2020: 113) suggest that the behavioural leadership theory is critical in identifying the leadership style of a manager and addressing indispensable questions pertaining to the leadership model of an organisation. However, Erhan, Uzunbacak and Aydin (2022: 1529) argue that the behavioural theory of leadership takes time to master as it has to be learned, and some leaders have other cogitations of how employees should be managed.

The contingency theory of leadership states that a single leadership style is not sufficient to lead by propounding that a leader should select the requisite leadership style, depending on the situation at hand (Lartey 2020: 47). Deshwal and Ali (2020: 40) hold a similar view, highlighting that despite the variety of contingency theories, ranging from organisational structure to focus on leadership, the fundamental premise is that there is no best approach to make decisions, organise and lead. Optimal outcomes materialise when strategies for decision-making and leading are parallel to the external and internal happenings impacting the environmental constraints and approach. Farhan (2021: 12) argues that there is insufficient literature on contingency leadership, it is reactive, and it is complex when practised.

The situational leadership theory focuses on two types of behaviour, which are relationship (supportive) behaviour and task (directive) behaviour. The behaviours consist of four unlike styles, which are coaching, directing, participation and empowering (Rameshan 2024: 47). Thompson and Glasø (2018: 575) highlight the significant contributions made by the situational leadership theory in improving the understanding of dyadic leadership by emphasising the gravity of adaptive and flexible behaviour that has become an all-important concept of contemporary theory and research in the contemporary theory tradition, for example, the political skill. The author further found that situational leadership concepts are supported when follower self-ratings and leader ratings are compatible; furthermore, leader assessment is an essential basis to provide followers with befitting support and direction. Tvedt et al. (2023: 262) hold a similar view by stating that situational leadership is a modern and efficacious theory; also, the authors emphasise the primary need for the ability to identify characteristics of individuals and what is needed to develop employees in different circumstances. The researcher

resonates with the situational leadership theory by stating that to lead effectively, one has to understand that followers cannot be managed with a single leadership style; for example, one leadership style can be used to deal with a follower, and a different leadership style can be used to lead a team.

Khattak, Khan and Karim (2023: 98) argue that the constant changing of approaches by situational leaders may cause confusion and not help build long-term relationships. Furthermore, not all leaders can assess employee maturity levels, and when they fail to do so, they may apply a style that is unsuitable for some employees. Novelli and de Souza (2024: 24) also stated that despite all the advantages associated with situational leadership, it is fundamental to address the gaps that are connected to it, such as examining if the relationship can be negatively influenced by factors such as organisational culture, the age of those being led and their gender.

2.3 LEADERSHIP STYLES

2.3.1 Transactional leadership

According to Ha and Moon (2023: 4), the transactional leadership theory enunciates that leaders encourage concession from followers by employing punitive and rewarding tactics, and those who apply these tactics believe they are chiefly mutually beneficial and positive. Odumeru and Ogbonna (2013: 358) concur by stating that the transactional leadership theory, which is also known as the managerial theory, is where leaders focus on the lower levels of the hierarchy, using the exchange model by rewarding positive outcomes and punishing negative outcomes. Hundie and Habtewold (2024: 69) hold a similar view by describing the transactional leadership theory as a reward or punishment exchange set-up that enhances employee performance to achieve organisational targets and goals, but on the other hand, punishes those who fail to perform satisfactorily. The author further elucidates transactional leadership as a conventional way of management because it defines the responsibilities and duties as per job descriptions and, as alluded to above, rewards those who achieve the agreed-upon targets and punishes those who fail to do so.

Transactional leadership reveals symptoms focusing mostly on treatment than recommendation, centres on tactical issues, depends on human affiliation to lubricate interactions, strives to function effectively within current systems by following and fulfilling role expectations, underpins systems and structures that strengthen the bottom line, and maximizes its efficiency by guaranteeing short-term results (Mansaray 2019: 22). Whilst Um, Jeong and Ahn (2023: 99) highlight transactional leaders' failure to act as a catalyst for organisational change and growth because they focus largely on monitoring followers, punishing failure and rewarding success. Purwanto et al. (2020: 306) agree by stating that transactional leaders enforce disciplinary actions, formulate and implement policies, create a structural framework that determines action plans and road maps, and influence high-quality performance through systems of incentives and rewards. Abbas and Ali (2023: 3) elucidate transactional human resources as the handlers of routine administrative functions, benefits administration, and other relevant routine workplace functions.

Transactional leadership identifies low-performing employees or problematic areas, defines success clearly, clarifies job expectations and roles, aids in making cost-effective decisions, enhances the motivation of individual employees to compete and succeed, and rewards high-performing and deserving employees (Young et al. 2021: 4). Microsoft owner Bill Gates described this leadership style by concentrating on setting clear structures, laying down set-goals, and putting in place a system of penalties and rewards to effectively lead his team (Bwalya 2023: 184). However, transactional leadership is also widely criticised for reducing innovation, creativity, collaboration, communication and morale of team members; increasing conflict; focusing mostly on short-term goals; focusing less on work-life balance; and having high employee turnover.

According to Wahyuni, Purwandari and Syah (2020: 157), transactional leaders engage their followers only when they need something from them, for example, when there are performance, disciplinary or financial issues that have to be addressed. Abdelwahed, Soomro and Shah (2023: 62) state that transactional leadership concentrates on extrinsic motivation to perform job tasks. Nurlina (2022: 110) stated that transactional leadership often favours employees who focus more on achieving short-term goals and less on improving or changing the organisation as a whole because they are result-oriented and

gel easily with self-motivated employees. This leadership style clearly defines the employees' expectations by being upfront with them because employees that know and understand clearly what is expected of them are less likely to underperform (Jacobsen et al. 2022: 7). Azizaha et al. (2020: 578) hold a similar view by stating transformational leadership warrants that all employees discern their jobs and have no questions about their role or work.

A study by Wahyuni, Purwandari and Syah (2020: 160) that sought to analyse and explain the role of transactional leadership on employee performance through motivation as an intervening variable found that this leadership style had a significant and positive impact on employee performance, thus positively influencing organisational change. The author further emphasised that if organisational culture and transactional leadership are allied with high work motivation, organisational change will advance steadily.

Another study by Rathi, Soomro and Rehman (2021: 451) to ascertain whether employees preferred transactional or transformational leadership style during the COVID-19 outbreak proved that the transactional leadership style heightened employees' motivation and it had a greater influence on employee performance than transformational leadership because transactional leadership stimulates employees to perform at higher levels, show more commitment, exert greater effort and respond satisfactorily to unplanned change. Whereas Ozcan and Ozturk (2020: 53) found that transactional leadership is imperative during organisational change because all expectations, goals, rules, policies, rewards and penalty mechanisms are clear from the onset; furthermore, transactional leaders are also work-oriented. However, the author also found that transactional leadership has negative correlation implications in the clan-adhocracy culture because this culture encourages assertive behaviour, allows employees to take initiative and also enables employees to express their ideas. A study conducted by Ugwu, Onyanha and Fombard (2020: 205) that sought to design a mentoring programme for Nigerian libraries found that transactional leadership does not intrinsically motivate employees to perform to high standards to realise organisational goals, and that is why its followers need mechanisms of rewards and regulations to be effective.

2.3.2 Transformational leadership

Started by James V. Downton in 1973, and later added by James Burns in 1978, the transformational leadership theory stresses that great leaders are because they function as a self-reliant force in altering the makeup of the followers' base motives (Burns 1978: 20). Decades later, the transformational leadership theory was refined, expanded and validated empirically by leadership scholars, turning it to conceivably the most researched leadership model (Day and Antonakis 2012: 15) and (Dinh et al. 2014: 5). Siangchokyo, Klinger and Campion (2020: 2) commend impressive empirical evidence of the predictive validity of transformational leadership, by stating that many studies and many meta-analyses have incessantly yielded moderate-to-strong relationships between transformational leadership and outcomes such as commitment, engagement, performance, satisfaction and turnover.

In most of the nowadays rapid changes, organisations seek to maintain their survival and sustainability, and that requires them to reflect on their leadership methods (Alqatawenh 2018: 19). The author further emphasises the significance of having leaders who are constantly aware of the sizes of the challenges and the intricacy of administrative processes, who also realize the importance of finding leadership methods that can keep abreast of developments, and they are famously known as transformational leaders. According to Hardianto et al. (2024: 99), today's transformational leadership has the potential to stimulate subordinates to do their best and upskill themselves to be able to deliver them to state-of-the-art intellectual levels. They can urge followers to achieve more than anticipated.

Kilag et al. (2024: 104) consider transformational leadership as a style that surpasses performance incentives to develop and stimulate workers creatively and intellectually, as well as transform their issues into indispensable sections of the organisation's mission. As Sliwka et al. (2024: 108) noted, transformational leadership clarifies the vision of the organisation; furthermore, it is a leadership pattern that changes the status quo by identifying those who follow organisational challenges through persuasion, inspiration, and excitement to realise the supreme clear vision to recognise shared goals. Widiyanto and Harsanto (2024: 2) state that change is an essential transformational leadership trait,

as today's literature on transformational leadership hinges on changes that are made in the attitudes and behaviours of followers.

When Abu-Ruman (2016: 71) investigated the impact of transformational leadership in readiness for crisis management within the Jordan Phosphate Mining Company and Arab Potash Company, they found that levels of enforcing the dimensions of transformational leadership were average, and the researchers recommended exhorting senior managers of both these companies to adopt transformational leadership patterns with its dimensions. Whilst Para-González, Jiménez-Jiménez, and Martínez-Lorente (2018: 23) investigated the achievable mediating mechanisms (human resource management, learning, and innovation) that could happen in the relationship between organisational performance and transformational leadership, through exploring relationships. Using Partial Least Squares with data from two hundred Spanish Industrial companies, they found that adopting the transformational leadership style significantly improves organisational performance when particular systems of human resource management practice innovation and learning are advanced in an organisation. Therefore, this study contributes to the understanding of the connection between performance and transformational leadership by suggesting a model that demonstrates that transformational leadership yields synergies between human resource management, learning, and innovation, which affects performance in the end. Also, when Al-Fattih (2013: 35) examined the relationship between organisational learning and transformational leadership in the Saudi Security Services, they concluded that leadership behaviours positively existed, whereas a positive relationship between organisational learning and transformational leadership was found.

In the aim of Peach, Jimmieson, and White (2005: 16) to determine the extent of employees' preparedness to change, using the transformational leadership theory, the study showed that employees who provided effective change information had manifested great engagement in supporting the organisational change process. A study to determine the role of transformational leadership in the development of innovation in civic organisations found that the organisational change overall average of all surveyed agencies was high and the transformational leadership style had a positive influence (Alqatawenh 2018: 19). Sayyadi (2020: 29) declared transformational leadership style as

the most suitable style for change and transformation because this leadership style inspires followers to consummate more than they had envisaged by tapping into their talents and potential. According to Long et al. (2014: 118), transformational leadership is conducive to organisational change because it has a positive effect on the readiness of organisational change and its dimensions.

The theories of transformational leadership seek to focus on followers' change in aspirations, goals, needs, and values (Mekonnen and Bayissa 2023: 6). This proves that the behaviors of transformational leadership can be connected to both extrinsic and intrinsic facets of employees' readiness to change, thus indicating that organisational change readiness is distinctly possible in cases where leaders have faith in their employees or subordinates; give respect and attention to all individuals; inspire followers to reach higher levels of their potential; enhance awareness of employees for the team's vision and mission and actuate them to consider the goal of the organisation; and look beyond their interests (Budur and Poturak 2021: 69).

Transformational leaders inspire, motivate, and provide the right direction for followers to reach their full potential. Furthermore, they not only view employees as resources to be managed but as persons with distinctive visions, values, and aspirations. They are also able to offer an atmosphere that stimulates followers to thrive in organisational goals, and they don't only transform the organisations' policies and structural changes, but also transform the hearts and the minds of followers, pushing them towards greater consummation and aiding in creating a work environment that supports holistic individual development and innovation (Ausat et al. 2024: 149).

2.3.3 Autocratic Leadership

Briker, Walter, and Cole (2021: 56) define autocratic leadership as the execution of complete authoritarian control over an organisation or group. The author further elucidated that autocratic leaders are domineering and classic; as a result, they are determined to retain decision-making rights. According to Al Khajeh (2018a: 5), a study conducted by Iqbal, Anwar, and Haider (2015: 5-6) found that autocratic leaders exhibit finite astuteness and only advance one-sided conversation; furthermore, they create

organisational conflicts that are detrimental to overall performance. The leader solely determines what should be done, as they only engage with followers when giving them instructions. Alnajjar and Abou Hashish (2022: 8) state that autocratic leadership is usually employed when leaders cascade directives without being advised by their followers, and imprudent usage of authority will negatively affect the working environment in the future.

According to Alkhaza'leh et al. (2022: 708), 'Auto means self, and 'Cratic' means rules; as a result, autocratic denotes self-rule. In support, Astuti, Aunnurahman, and Wahyudi (2019: 131) declare that autocratic leaders are illiberal. Kalu Dolly and Okpokwasili Nonyelum (2018: 215) assert that autocratic leadership is an antiquated management style that has provoked resistance in recent decades. Furthermore, without accepting participation, an autocratic leader decides solely and then delegates tasks.

Autocratic leadership characterised the twentieth century where decision-making was restricted to top leaders, without consulting their teams, however, things have changed as most organisations are gradually eliminating autocratic leadership by imbuing more flexibility, transparency, and inspiration over decision-making, leading to the achievement of organisational change goals straightforwardly (Bans-Akutey 2021: 1). The decisions of autocratic leaders are stimulated by their benefits and judgments as they rarely contemplate follower advice, and they want followers to function as they command. Also, these leaders are known for their control of decisions, with little staff input, if any (Sarwar, Tariq and Yong 2022: 3).

Wangmo (2021: 76) holds a similar view by stating autocratic leaders, alias totalitarian managers, are characterised by personal command above all selections and little input emanating from team members. Maziti, Chinyamurindi, and Marange (2018: 6) also concur as they elucidate autocratic leaders as being of the view that they are adroit and know more than others; as a result, they select based on their opinions and concepts and rarely permit insights of team members. Assey, Malingumu, and Babyegeya (2022: 53). This leadership style resonates with McGregor's Theory, which believes human beings are naturally born with lethargic tendencies, hence they are to be guided strictly to achieve organisational change goals (Kavoura, Sakas, and Tomaras 2019: 93).

The autocratic leadership style has been substantially arranged in the past thirty years. Some studies pronounce that those organisations with numerous autocratic leaders have higher absenteeism and turnover than other organisations. According to Khan et al. (2015: 87), autocratic leaders do not trust their followers; furthermore, they tend to coerce employees with threats and punishment. Assey, Malingumu, and Babyegeya (2022: 53) hold a similar view by stating that authoritarian leaders control all decisions and faintly consider the opinions of employees; furthermore, they emphasise firm adherence to organisational culture, trustworthiness, and totalitarian rules. However, Olayisade and Awolusi (2021: 50) argue that autocratic leadership is critical in ensuring that tasks are accomplished timeously and ensuring the supremacy of the leader, but if applied unseemly, it may disgruntle team members, thus adversely affecting organisational change. Kumar and Bhatti (2020: 220) propound that autocratic leadership is suitable in situations where leaders are experts in their fields, for example, a knowledgeable oncologist leading medical interns and a senior officer in the navy.

Wang and Guan (2018: 2) validate the autocratic leadership style by stating that it stems from traditions of Confucianism and legalism, where the leader has absolute power and authority. Also, autocratic leaders impel the conformity to high standards and punish employees who perform inadequately (Wang et al. 2013: 104). Schaubroeck and Shen (2017: 204) hold a similar view by believing that autocratic leadership strengthens followers' learning goal orientation as authoritarian leaders are ruthless and set very high expectations, furthermore, always emphasise that team members should achieve high-performance standards or they will be punished. High-performance standards may reveal insufficient goal progress that triggers increased effort, and when employees discover the gap between their leaders' expectations and their performance, they will improve their competence by pursuing self-development through skills development and tasks. Research has shown that employees are attracted to the strength and certainty extended by autocratic leaders, so they strive to live up to their esteemed standards and expectations.

A study conducted by Oh, Kim, and Kim (2023: 12) that sought to ascertain the impact of inclusive leadership and autocratic leadership on employees' commitment and job satisfaction in 250 sports organisations, came up with organisations that autocratic

leadership was negatively related to organisational trust, thus adversely impacting organisational change. The author further stated that these findings proved that autocratic leadership promotes negative emotions. Luqman et al. (2020: 43) concur in their study to examine the effect of autocratic leadership style on the work behaviour of employees in the banking sector, proving that counterproductive behaviour arises when the leadership style is autocratic, for example, members commit a significant number of counterproductive acts due to verbal assertions from their supervisors.

However, Almheiri (2024: 156) argues in their study to determine the relationship between creativity, leadership style and competitive advantage among government officers in the housing department in the United Arab Emirates (UAE), inferred there is a significant positive correlation between autocratic leadership and competitive advantage, by proving that owners and managers that employed the autocratic leadership style in their organisations have succeeded in managing organisational change and gaining a competitive advantage. The study also proved that autocratic leadership can be serviceable to yield meaningful results on staff inventiveness when it is used strategically. Therefore, the results of whether autocratic leadership hampers or improves organisational change remain unsettled.

2.3.4 Democratic leadership

Akpoviro, Kadiri and Owotutu (2018: 48) define democratic leadership as a process where joint decisions are made, or the sharing of influence of decision-making between leaders and their followers. Gastil (1994: 958) defines democratic leadership as behaviour that enables democratic processes and principles, including equal participation, inclusiveness and deliberation to eventuate. According to Assey, Malingumu and Babyegeya (2022: 53), democratic leadership is more participative and consultative. Democratic leaders not only offer guidance to their followers, but they also participate in group activities regularly. Beerbohm (2015: 645) states that democratic leaders permit employees to utilise their perspectives to solve problems; as a result, team members are destined to be content with their jobs. Democratic leaders' calibre to communicate effectively and value the thoughts and opinions of their followers necessitates team engagement in decision-making (Fakhri *et al.* 2021: 805).

The term “democratic” stems from the Greek word “*demokratia*” where “demo” refers to “people” and “*kratia*” means “rule” (Powley *et al.* 2004: 68). A democratic work environment alludes to the exercise of democratic practices such as debate, structuring, voting, and adversarial processes and systems of appeal to the organisation (Oussible and Tinaztepe 2022: 8). Democratic management is a complex concept with its foundation in politics, labour history, sociology and economics. Furthermore, defining democratic management varies because of contextual matters, and they are identified by common concepts and themes such as participatory democracy, economic democracy, industrial democracy, organisational democracy, unionization worker control and work councils (Han and Garg 2018: 3). Peterson (2006: 17) state that democratic management describes a diversity of structural arrangements that link organisational influence and decision-making of employees at different levels. It extends from employee involvement and participative management to self-management and individual democracy and integrates decision-making, participation, and characteristics of equality (Harrison, Freeman and Editors 2004: 50).

Also called participative management or industrial democracy, democratic management encourages employees to participate and gives them a sense of belonging. Such involvement of employees in decision-making is intended to lead to positive work attitudes, motivate workers and enhance productivity levels (Noah 2008: 33). According to Zhi, Abba and Hamid (2020: 125), democratic management furnishes opportunities for all organisational members to intellectually, innovatively and physically contribute to improving organisational effectiveness. The progressive modern-day organisations capitalise on the strengths of employees, thus benefiting employees and managers (Bonsu and Twum-Danso 2018: 44). Researchers affirm that employee participation in decision-making motivates human resources and increases job performance and organisational growth (Mohammed and Sulaiman 2020: 282).

In the view of Cotton *et al.* (1988: 9), scholars have always asserted there is a harmonious link between organisational effectiveness and employee effectiveness, and such connection is enabled by the democratic management style’s ability to involve employees in decision-making, where leaders and followers willingly contribute to strengthening industrial relations, hence creating a productive work environment. The exclusive

decision-making by top managers and continuous disregard of employees' inputs thwarts the implementation process, commonly when it is unfavourable. However, involving employees in the organisational decision-making process increases productivity due to the stimulation of their commitment by their involvement, subsequently reducing conflict and ensuring organisational commitment (Hughes *et al.* 2019: 6). Gilman, Raby and Pyman (2015: 566) deduced that involving employees in strategic decisions is a source of motivation that commissions them to donate more efficiently and effectively to the organisation. According to Woodworth (1986: 394) and Kuye and Sulaimon (2011: 2), involving employees in decision-making highlights that leaders share organisational power with their followers. However, this is contrary to the traditional belief that decisions only descend from the upper echelons to lower levels, which ostracises by ignoring their contributions (Prinos and Manley 2023: 632). Involving employees in the decision-making process derives organisational positive value creation. In the view of Eboh (2022: 64), involving followers in decision-making is an element of employee workplace participation to democratize the work environment, increase workforce commitment, improve work performance, and enhance organisational accomplishments.

However, Khan *et al.* (2015: 89) state that Democratic leadership should not be used when:

- There is insufficient time to obtain everyone's input.
- It's more cost-effective and easier for the leader to make a decision solitary.
- This type of leadership threatens the manager.
- The organisation cannot afford mistakes.
- The safety of employees is a critical concern.

Whilst Ogunode (2023: 106) underscores that democratic leadership may require numerous discussions and become monotonous, furthermore:

- It may not produce optimal results.
- It may be time-consuming for decision-making.
- It is very dependent on age.
- It can be exasperating for the leader.
- It may create social pressure for employees who do not like to share ideas in group surroundings.

A study conducted by Dastane (2020: 48) to investigate the impact of leadership styles on employee performance in Malaysia inferred that democratic leadership had a more significant effect compared to transformational and laissez-faire leadership styles. The study also found a significant and positive relationship between democratic leadership and employee performance, and the effect of democratic leadership on employee performance was mostly pronounced in females than in males, but with a slight difference. This finds support in the study of Abdullahi, Anarfo and Anyigba (2020: 978) to investigate the effect of democratic leadership on employees' organisational citizenship behaviour, which proved that democratic leadership and transformational leadership both significantly and positively influenced organisational citizenship behaviour of small and medium enterprises' employees in Ghana.

On the contrary, autocratic leadership was proven to have an insignificant influence. This indicates that democratic leadership is a propeller of organisational citizenship behaviour, thus positively influencing the organisational change process. However, a study by Tedla (2022: 182) explored the essence of leadership styles during organisational change. They found that democratic leadership is only useful when employees are experts or professionals in their fields, such as technology, medicine, or any other field of expertise. Thoha and Avandana (2020: 806) agree that it is pointless to involve employees who have no qualifications in decision-making processes. The author further discredits democratic leadership by stating that it may result in communication failure when conflict arises, poor decisions may be made if the subordinates are not educated, and leaders will likely constantly have to apologize to employees.

As a democratic leader, it is imperative to be a coach with a final say but gather information from followers before making decisions. Democratic leadership yields prolonged quality and quantity results as employees resonate with the trust they receive and reply with cooperation, high morale, and team spirit (Fakhri *et al.* 2021: 807).

2.3.5 Laissez-faire Leadership

Leadership is a prominent element of organisational research. The preponderance of studies neglects the negative forms of research and focuses on what constitutes a good leader. However, the principle “bad” is stronger than “good” because good positive forms of leadership tend to be less influential than negative forms of leadership (Robert and Vandenberghe 2020: 533). Passive leadership highlights laissez-faire leaders as the most passive and who can inflict detrimental ramifications on followers and organisations (Che et al. 2017: 341). Breevaart and Zacher (2019: 386) define laissez-faire as an unassertive form of leadership behaviour; whilst Robert and Vandenberghe (2020: 535) characterise laissez-faire leadership as inaction and avoidance. According to Donkor and Zhou (2020: 30), laissez-faire is a management philosophy characterised by deliberate abstention from direction or interference; whereas Ahmed Iqbal et al. (2021: 669) define laissez-faire leadership as a management philosophy of passive delegation derived from the French term that means “let it go”.

According to Wong and Giessner (2018: 7), laissez-faire leadership is generally perceived as inefficacious due to its passive nature and avoidance of dealing with problems by ignoring the followers’ needs. Laissez-faire leaders avoid interactions, including interacting with their followers; as a result, this leadership style is referred to as non-leadership. Furthermore, this leadership style inhibits effective interactions between leaders and followers, thus preventing the followers from receiving invaluable information from their leaders (Donkor and Zhou 2020: 31). Laissez-faire leaders abdicate their responsibilities, delay actions, avoid making decisions and desist from exercising authority of their roles (Glambek, Skogstad and Einarsen 2018: 300). When they ignore follower needs by not managing work-related problems, it constitutes to failing to provide feedback and recognising employees (Ågotnes et al. 2018: 558). These leaders manage priorities and do not take sides in disputes (Jony et al. 2019: 30). A leader neglecting their responsibilities harms both the followers and the organisation (Trépanier, Boudrias, and Peterson 2019: 805). According to Klasmeier et al. (2022: 409), laissez-faire leadership is ineffective and destructive.

According to Samanta and Lamprakis (2018: 177), several studies have identified the laissez-faire leadership style as the root of employee dissatisfaction and organisational failure, because when leaders are absent and non-existent, they abdicate their powers

and responsibilities. Laissez-faire leaders fail to decide, guide, and solve problems because they are not well-informed of their duties. They permit followers to execute duties as they see fit, without considering the consequences of the results (Kesto and Aregawi 2021: 23). From the perspective of employees, laissez-faire leaders are managers who renounce their managerial duties and responsibilities by ignoring work-related problems by failing to attend them (Lundmark, Richter and Tafvelin 2022: 43) and (Skogstad et al. 2007: 81).

Yang (2015: 1248) suggests that laissez-faire leadership should not always be deemed inappropriate, as it may be a deliberate non-involvement strategy that thrives in circumstances where followers are highly experienced, competent, and capable. The author further states that under these circumstances, employees are comfortable with the laissez-faire approach employed by their managers. Furthermore, whether the laissez-faire approach is effective or not will largely depend on the status quo.

Judge and Piccolo (2004: 756) found that laissez-faire leadership was associated with reduced leader effectiveness, satisfaction with the leader, job satisfaction, and performance. Similarly, Skogstad et al. (2014: 229) found that laissez-faire leadership negatively correlated with job satisfaction. A field study conducted by Wong and Giessner (2018: 33) found that even though a leader may purposely apply a laissez-faire approach to empower employees, they may not perceive it as empowerment. When a leader's deliberate non-involvement to endow followers is not aligned with the expectations of the followers, it may be viewed negatively (Lundmark, Richter, and Tafvelin 2022: 44). Obasan Kehinde and Hassan Banjo (2014: 158) also found that laissez-faire leadership affects employees negatively. However, Donkor and Zhou (2020: 34) effectively examined the relationship between employee work performance and laissez-faire leadership. The author further concluded that well-developed organisations with employees who are highly committed to their professions perform better under the laissez-faire leadership style.

2.3.6 Bureaucratic Leadership

Bureaucracy is one of the different forms of leadership used by different organisations or governments. It is considered a prodigious form of managing that amasses rationality whilst avoiding ambiguity (Arshad, Ullah, and Malik 2021: 211). According to Kadiyono et al. (2020: 365), bureaucratic leadership is a characterised application of austere methodologies that are exercised by the leaders and their followers. Hong (2021: 2) states bureaucratic leadership is based on the rigid application of rules without any flexibility. Rohayatin et al. (2022: 964) hold a similar view about bureaucratic leadership, by stressing that it is difficult to separate all activities from the standard procedures. Bureaucratic leadership influences leaders and followers to conform to organisational procedures and policies, as a result, leaders are strongly committed to procedures and processes but not to their followers (Al Khajeh 2018a: 5). According to Elkhwesky et al. (2022: 8), bureaucratic leaders appear to be aloof, thereupon forestalling the development and motivation of employees because these leaders are mainly absorbed in the completion of tasks systematically. They act as administrators in the decision-making process; furthermore, they may fail to practice autonomously because they are appointed by authorised officials (Ismail 2017: 62).

Leaders of government organisations such as the KwaZulu-Natal Road Traffic Inspectorate must be proficient in directing, coordinating, and influencing their followers to carry out responsibilities and tasks to fulfil the organisational mandate. Pasolong and Tunggul (2022: 368) stress that the bureaucratic system is designed to ensure the effectuation of work can be monitored effectively and efficiently, as a result, when a leader fails to act accordingly, the bureaucracy that should be the paragon system will be compromised, hence convoluting it to an unfeasible process that will in the end reduce organisational efficiency. A bureaucratic organisation's tasks are large-scale and routine, requiring effective employee performance, making it essential to fractionate large-scale tasks into several divisions to enhance productivity. Therefore, leaders must place employees according to their competence and specialisation (Sen et al. 2023: 5006). Claus (2021: 163) holds a similar view by emphasising the significance of a bureaucratic organisation's ability to possess a qualified and competent workforce to devote their expertise to increase performance and achieve maximum output. Therefore, bureaucratic leaders must encourage employees to work seriously and optimally and have a sense of responsibility for their given tasks. As enunciated by Pasolong and Tunggul (2022: 371),

bureaucracy is a system where superiors exercise the power bestowed upon them over their subordinates by bureaucratically supervising the implementation of work; therefore, hierarchy is a critical indicator in bureaucratic leadership of an organisation because it shows the level of authority and position. This indicates that leaders should place employees in conformity with the hierarchy of their positions to create an accustomed and orderly organogram structure.

According to Spano (2021: 31), the reception of organisational workplace bureaucracy is sundry as some virtuosos venerate this framework for furnishing set rules, guidelines and hierarchy paradigm, while others are of the view that it is restrictive, infused with 'red tape', or can even be oppressive. Furthermore, leadership can be mentioned in the same breath as bureaucracy, as leaders in organisations are often appointed to their positions and powers through a bureaucratic framework, hence making bureaucracy auspicious but only under opposite circumstances. Bureaucracy is a traditional approach with authority and hierarchical cornerstones that include officials in a practical society and can be compared to democracy as the application of rules endorsing justness underpinned by expertise and longevity (Farazmand 2010: 247). However, many scholars view bureaucratic leadership adversely, as a collection of needless rules that hinder employees from achieving organisational goals (Idrus, Armanu and Rohman 2015: 9). Bozeman and Anderson (2016: 3) concur by highlighting the red tape theory in bureaucratic leadership, which asserts the existence of superfluous regulations in all sections. Though bureaucracy has some progressive aspects, it is essential to realise the prospective shortcomings of this framework, for example, bureaucracy can be egregious when it transmits into a full-scale genocide or repression; furthermore, it can dehumanise employees (Ohemeng, Obuobisa Darko and Amoako-Asiedu 2020: 18).

Bureaucracy affords organisations the capacity of granting executive power to administrative personnel; also, leaders receive their roles and authority under bureaucratic conditions (Wiltse 1941: 512). Hamel and Zanini (2016: 1) insist that bureaucracy must die because it kills innovation and organisations, as many organisations are poorly adapted for knowledge and growth since they are held hostage by bureaucratic legacies. Gobble (2019: 53) noted that for bureaucracy to be effective and efficient, it must fit the situation. The author further emphasised that bureaucracy is

not the enemy; however, it must align with organisational circumstances. The researcher is of the view that leaders and followers fail to fathom this judgment and only perceive it negatively.

The study by Suknunan and Bhana (2022: 39) that sought to examine the relationship between managers and employees, and its effects on job performance and employee productivity, they found a fair to poor relationship between managers and employees, and the bureaucratic management style used in the organisation had an overall negative impact that made employees less productive and work performance became minimal. A study by Rambakus, Hoque, and Gerwel Proches (2020: 16) to measure the intrapreneurial climate in a sugar company in KwaZulu-Natal indicated a significant positive correlation between organisational culture and leadership, identified bureaucracy as a barrier that adversely influenced organisational change.

However, Ghanaian research conducted by Ohemeng, Obuobisa Darko, and Amoako-Asiedu (2020: 33) to understand the needs of bureaucratic leaders in building trust to ensure employee engagement to realize optimal performance, found that bureaucratic leadership is fundamental when trust is low between managers and employees, and in developing countries where there is minimum information on what leaders are doing particularly in an era where there is trust on the leadership. A study by Nasution, Sihombing, and Ridho (2024: 241) that investigated the impact of bureaucratic leadership and its reforms found that it increased the efficiency and quality of public services, thus positively influencing organisational change. The authors further emphasise the significant positive impact of bureaucratic leadership on organisational change and the improvements in service quality manifesting from simpler and faster qualities.

2.3.7 Destructive Leadership

Traditionally, leadership research has been devoted to the study of leadership styles and practices that enhance effectiveness, efficiency, and productivity, along with employee well-being, commitment, and motivation (Day et al. 2014: 80). However, from the early 1990s, notably However the turn of the new millennium, an inquisitiveness has emerged in examining the potentially destructive and negative aspects of leadership practices and behaviour (Mackey et al. 2017: 1941). Destructive leadership's potential negative

outcomes are described as extreme and have been found to deploy adverse effects at individual and organisational levels (Fosse et al. 2019: 708). The destructive leadership phenomenon has been defined through a broad variety of terms, having explored an assortment of overlapping constructs including “abusive supervision”, tyrannical leadership, petty tyranny, despotic leadership, toxic leadership, laissez-faire leadership, supervisory abuse, and destructive leadership (Thoroughgood et al. 2018: 628).

Pletzer, Breevaart, and Bakker (2024: 134) expound destructive leadership as the systematically repeated exploits by the manager, supervisor or leader that overstep organisational interest and legitimacy by sabotaging and/or undermining the organisation’s resources, tasks, goods, motivation and well-being, and job satisfaction of the subordinates. According to Fischer et al. (2021: 1), abusive leaders hold power corruptively as they mistreat and exploit their followers; hence, abusive leadership is the most studied form of destructive leadership. As claimed by Trépanier, Boudrias, and Peterson (2019: 805), the motivational and psychological processes influencing destructive leadership are not well-known because tyrannical leaders’ primary concern of realising organisational goals often makes their expectations unrealistic towards followers, as a result, tasking them with unfeasible assignments and deadlines. Furthermore, tyrannical leaders are manipulative, and such behaviours stimulate the perception of inadequacy. Chénard-Poirier et al. (2022: 3) defined petty tyranny as leadership behaviours that are vindictive, capricious, and oppressive, thus making them a high fountainhead of strain for vulnerable followers. Petty tyranny is underpinned by the leadership traits of belittling, arbitrariness, and non-contingent punishment (Abreu 2018: 495).

Zhou et al. (2021: 3) state that despotic leadership is considered an integral component of patriarchal leadership, and its research originated in Taiwanese enterprises in China in the 1970s. According to Khan and Saeed (2024: 417), despotic leadership is a ubiquitous style in modern society of high efficiency and collectivism that emphasises absolute control over employees. Zhou et al. (2021: 3) compartmentalised despotic leadership into four typical manifestations. First, the rigorous control the leaders have over their followers, and the strong desire the leaders have to be obeyed. Secondly, suggestions and ideas from followers are not considered by despotic leaders; as a result,

these leaders place the blame for failures on subordinates and take credit for all successes. Thirdly, despotic leaders are self-assured and susceptible to whether others hold them in high regard enough, and such leaders take advantage of others and manipulate information. Lastly, these leaders are harsh and rigorous to their followers. They are hardly content with the work of their followers.

It is essential to highlight that toxic leadership comprises leaders and followers (Milosevic, Maric, and Lončar 2020: 118). Toxic leadership is substantially pernicious to the welfare of humanity. Toxic leaders are inherent in dysfunctional personal qualities and destructive behaviours, they generate an enduring and serious lethal effect on organisations, individuals, families, communities, and societies they lead (Kılıç and Günsel 2019: 51). Furthermore, the detrimental aftermath of toxic leadership remains high in both social and work environments (Bhandarker and Rai 2019: 66). Mergen and Ozbilgin (2021: 14) found that individuals partake in the toxic leadership game out of their cognitive and psychological needs, to reduce their high levels of apprehension and have a tendency of justifying the manifestation of toxicity despite it conflicting with their ethical code, as a result, they will not experience any moral cacophony.

Laissez-faire leaders are less involved in decision-making as they yield all their power and right to make decisions to their followers, which may lead to a lack of role clarity due to poor involvement with the group (Ejike 2022: 104). Montano, Schleu, and Hüffmeier (2022: 91) concur by highlighting that laissez-faire leaders are absent, circumvent the decision-making process, and hesitate in taking action. Laissez-faire leadership contributes to a lack of role clarity, which can be resource-depleting. Furthermore, the lack of leadership involvement may lead to inconsistent and contradictory instructions and orders that create confusion because of ambiguity and uncertainty. Furthermore, conflicting and misaligned role expectations caused by laissez-faire leadership may exact a stressful and uncertain work environment where emotional exhaustion permeates (López-Cabarcos, López-Carballeira, and Ferro-Soto 2023: 5).

Dolce et al. (2020: 4) and Schyns and Schilling (2013: 141) state that destructive leadership is the implementation of systematic and repeated behaviour that violates the followers' job satisfaction or well-being and the organisation's interest. Krasikova, Green,

and LeBreton (2013: 1309) elucidate destructive leadership by also inducing volition and distinguish it from purposeless leadership by highlighting that, commonly, it is a nature of a destructive leader's choice to behave in a certain way or follow a damaging objective. There is abundant scientific evidence that leaders can practice their roles destructively, with significantly adverse ramifications for organisations and individuals (Fonseca et al. 2021: 12).

Webster, Brough, and Daly (2016: 353) destructive leadership deleteriously affects followers' well-being and may cause psychological distress, emotional harm, and physical health issues. Consequences of destructive leadership include the feeling of being repeatedly denigrated and reminded of prior errors or devaluation of one's opinions (Aravena 2019); emotional exhaustion and job tension (Kaluza et al. 2020: 12) lower engagement and lower job satisfaction (Uysal 2019: 69); absenteeism, low performance, and turnover intention (Labrague, Nwafor, and Tsaras 2020: 7); decreased family well-being (Raja et al. 2020: 4); and physical health problems (Winn and Dykes 2019: 39). Many studies focus on the positive effects of leadership and minute have centred on the gloomy side of leadership and its cataclysmic effects (Zeitoun, Nordberg and Homberg 2019: 649). Molino, Cortese, and Ghislieri (2019: 10) agree by emphasising that according to many authors, promoting the positive aspects of leadership is more important than preventing destructive leadership, considering that the effects of damaging moments in social interactions may be stronger compared to positive episodes.

2.3.8 Adaptive leadership

Today's private business, public leaders, and safety and security forces are confronted by challenges that necessitate leadership that can tackle and solve multiple issues and problems, with collaborative, collective, timely effective, and innovative solutions (Cojocar 2008: 2). Such challenges require flexible leadership that, includes several leadership theories, traits and stylistic techniques are direct, yet very adaptive. This leadership type is known as adaptive leadership. Thommes et al. (2024: 7) define adaptive leadership as a style of leadership that is evolving to a new theory of its own, which includes complexity, contingency, situational and transformational theories. The adaptive leadership style is currently applied and used in today's government departments, academic institutions and

private businesses, as a leadership theoretical basis for consulting firms and leader development training programs, as a doctrinal theory (Suherni, Wahyudin and Gunawan 2023: 497). Uy et al. (2023: 161) believe that adaptive leadership potentially will and can transform into an acclaimed when the proponents of this leadership style appreciate the implications and effectiveness of this technique.

Adaptive leadership resolves ongoing organisational challenges through systematic change (Yozi and Mbokota 2024: 2). Contrary to traditional leadership, which employs problem-solving through a few top-level managers, adaptive leadership utilises the creativity of the whole organisation to address challenges (Sumiati et al. 2024: 18). According to Potchana, Sanrattana and Suwannoi (2020: 93), adaptive approaches are potent in handling unpredictability, complexity, and change. Bagwell (2020: 31) agrees by stating that adaptive practices are best suited in complex environments such as educational settings, where there is a need to discover and test. At first, adaptive leadership was mostly utilised in the complexity of large-scale software, however, they have gained prominence and are successful in many organisations and various industries (Chughtai et al. 2024: 6). Adaptive leaders pursue the rapid mobilization of knowledge, are responsive to contextual needs, and they seek to empower their followers even when the journey is messy and the path is unclear (Kumar, KM and Nirmala 2024: 2409). Due to this, adaptive organisations can swiftly respond to rapidly changing demands and opportunities as they occur, as a result, enhancing their efficiency to be able to achieve the envisaged results (Mukaram et al. 2021: 1481).

Successful organisational change and operational adaptability need cohesive teams (Khumayah 2020: 13). Adaptive teams exhibit critical thinking, have comfort with decentralisation and ambiguity, a disposition to welcome prudent risk, and a faculty to make expeditious adjustments by continuously assessing the situation (Schulze and Pinkow 2020: 4). Research has pushed on the notion of creating mental models between team members as a central mechanism for effective team performance and processes. Leading an organisation that has become more adaptive needing the development of specified personal skills necessary to augment adaptive performance and it demands collaborative structures and attitudes that foster and enable adaptive performance. Covid-19 has consequentially expanded uncertainty and complexity, but there is also no

doubt that complexity has always pervaded organisational change management (Dunn 2020: 36). Adaptive leadership is both a particular pattern of decision-making and an intellectual stance that creates the preconditions for being adaptive (Carada, Pardo, and Lapitan 2023: 59). Operational adaptability is imperative to develop situational apprehension and be able to navigate effectively through complex organisational change situations when they arise (Garavaglia, Sancino and Trivellato 2021: 4). Though it is difficult to forecast the detailed future dynamics, cultivating adaptive teams that navigate through the organisational change process is critical to adapt swiftly to fast-changing conditions and exploit unforeseen opportunities (Hutasoit 2023: 2044). These will be fundamental attributes for all organisations to consider as we transverse through continuous changes in organisations.

According to Duke, Gorman, and Browne (2021: 450), adaptive leadership fosters innovation by adapting to external challenges, whereas situational leadership adapts to the individual needs of team members. Adaptive leaders focus mainly on making major decisions, but their distinguishing attributes of leadership are openness to feedback, readiness for inescapable change, proficiency in adaptive challenges, and agility in making necessary changes timeously (Bailey Jr et al. 2012: 84). A study by Bagwell (2020: 30) proved that adaptive leadership enhances organisational capacity and resiliency. A study by Naseer, Chughtai, and Syed (2023: 903) found that adaptive leadership sets the stage for the creation of an individual's effective commitment to change, through their readiness for change. And, Uy et al. (2023: 159) also found that adaptive leadership fosters organisational resilience and effective crisis response strategies, which emphasises the significance of promoting adaptability, innovative approaches to crisis management, and collaborative problem-solving.

2.3.9 Servant Leadership

Introduced by Robert K. Greenleaf in his essay, "The Servant as a Leader", in 1970, servant leadership is not just a management style, but a lifestyle originating from the natural feeling of wanting to serve. Servant leaders are discerned by what they do (their stimulation to serve) and who they are (their self-construction) and they aspire to lead from this awake option of 'being' and 'doing' (Parris and Peachey 2013: 380). To serve

others is generally positive and optimistic. However, the term “servant” can elicit robust feelings, both positive and negative, as the term connotes passivity because the viewpoint of many is that organisations’ servants usually look after the high-powered senior executives and other esteemed people, and be that as it may, the pyramid of the organisation is inverted by the servant leadership theory, such that leaders serve other organisational members (Heyler and Martin 2018: 230). Servant leaders are of the view that followers or subordinates are the primary reason they occupy leadership positions, as a result, they yearn to see them develop, grow, and become servant leaders themselves. According to Greenleaf (1977: 13-14), the best test of servant leadership is to observe if those being served are growing, becoming healthier, wiser, independent, and more prone to become servants themselves.

Before examining servant leadership within other management styles, it is imperative to perceive the fundamental characteristics of a servant leader (Canavesi and Minelli 2022: 268). The first characteristic is listening. A philosopher called Epictetus once famously said, “We have one mouth and two ears so that we can listen twice as much as we can speak” (Sparks 2024: 26). Many leaders fail to listen because they are so intent on communicating their message across than they listen to their followers, thus failing to understand the followers’ challenges, needs and abilities. Imagination and acceptance are critical traits of a servant leader (Mcquade, Harrison, and Tarbert 2021: 472). Imagination enables the leader to connect their objectives with the experience of the followers, hence enhancing employee engagement. Servant leaders are also empathetic and accept employees for who they are, however, they refuse to accept an employee who performs beneath their capabilities or perambulates on the outskirts of organisational veracities because they intend to build trust (Setyaningrum, Setiawan and Irawanto 2020: 905).

Foresight is another attribute of servant leadership because servant leaders need to be apt in looking at the status quo and effectively envision potential future outcomes. Servant leaders must lead and prepare followers for the future (Maglione and Neville 2021: 4437). Persuading followers to resonate with their vision is another critical ability a servant leader should possess. Persistence, patience, and confidence are key when persuading followers to understand that the leader’s approach is most suitable to a given situation.

Subordinates endure and accept changes as their own when a servant leader persuades them strategically (Dodd, Achen, and Lumpkin 2018: 3). Conceptualisation is the final critical ability necessary for servant leadership. A leader should forecast and be able to sell the vision to the followers in a way they will understand and be comfortable with. Monumental changes stem from great ideas and a servant leader is vital in this affair (Tran and Spears 2020: 121).

A study conducted by Slack et al. (2020: 642) to explore how servant leadership influences organisational change in two public enterprises of a Small Island Developing State (Fiji) found that the servant leadership that was adopted by the Chief Executive Officer (CEO) buttressed ethical conduct by advancing morally-centered leadership greater than other styles of leadership, however, long-serving employees were opposed to the servant leadership style, stating that it was contrary to the accepted and known leadership styles and ethical organisational climate, whilst recruits were of the view that the CEO's servant leadership strategy was effective in promoting an apposite ethical climate and it establishing public confidence. The study by Batool, Mohammad, and Awang (2022: 86) examines the indirect effects of servant leadership on organisational sustainability through psychological resilience and creativity in the hoteling sector in Malaysia and reveals a strong positive relationship between organisational sustainability and creativity, and between psychological resilience and organisational sustainability, which eventually boosts the organisational change outcomes. And, a study conducted by Muzira, Muzira, and Min (2020: 31) seeking to explain the concept of servant leadership in business management in Zimbabwe found that servant leaders are good stewards that have ethical interests, furthermore, they model the way the business should be administered for their subordinates to follow and this gives direction for the accomplishing of the envisaged organisational outcomes or results.

2.4 IMPORTANCE OF LEADERSHIP DURING CHANGE

The term "leadership" is paramount in various aspects of human endeavours, such as business, academics, politics, and social work. A leader is pivotal in interactions and influencing the actions of group members (Zhu et al. 2018: 835). Fatokun et al. (2010:

76) delineate a leader as an individual who holds authority over others and guides their actions.

In today's organisations, including traffic law enforcement fraternities, leadership has assumed greater significance because of the emerging force of technological innovations, globalization and employee expectations (Nwaigwe 2015: 2). These forces need effective and dynamic leadership embedded in the forceful ability not only to merge resources efficiently but to also create an intimidating workforce that will achieve goals enthusiastically. Leadership involves persuasion, inducement, and subordinate motivation to stimulate employees' maximum capabilities to achieve organisational goals based on willing contributions (Nwachukwu 1994: 39).

Kalu Dolly and Okpokwasili Nonyelum (2018: 24) cited Stodgill (1974: 24) survey of theories of leadership to argue that "there are almost as many different definitions of leadership as there are persons who have attempted to define the concept". This statement accentuates the fact that leadership is a managerial skill or technique that has become very important to management, particularly in a developing context. Leadership is expounded as the system of influencing and directing the task-related actions of a group (Daniëls, Hondeghem, and Dochy 2019: 2). According to Alsarrani et al. (2021: 152), there are three important elements to this definition.

Firstly, all leadership circumstances entail subordinates or followers and leaders, by the discretionary willingness or consent to follow the leader and ensure the organisational change process prevails. Secondly, all leadership positions include the asymmetrical distribution of power between the leader and followers. The subordinates are compelled to obey the commands of the leader on account of the unique distribution of power. All groups must be led, and the difference between a leader and group members is the leader's superior powers as opposed to group members. Thirdly, the leaders should possess some idiosyncratic characteristics that enable them to influence the activities of group members. This influence revolves around changing the work attitude of followers positively.

It is of paramount significance that an organisation places an unrepressed emphasis on the requisite leadership styles to drive organisational effectiveness and augment employee performance because the leadership style employed by the employer is fundamental in achieving organisational effectiveness and efficiency (Ejike 2022: 100). The author further states that as leadership evolves, so do human beings. Leadership style includes demeanour, general personality and communication patterns, and spearheading others towards achieving personal and organisational goals (Makambe and Moeng 2019: 40). Most organisations are over-managed and under-led because the leadership phenomenon is challenging and many professionals are neither extensively cognisant of their distinct leadership style nor finessed in developing their modus operandi to enhance their leadership efficacy (Dwipayana, Darmayanti and Wijonarko 2023: 123). Al Khajeh (2018b: 2) propounded that the leadership phenomenon is sacrosanct in delivering psychological gratification to employees and bringing the best out of them. Furthermore, the placing of unbridled focus on organisational leadership is paramount because the leaders' decisions determine the distinction between the failure and success of an organisation.

According to Cameron and Green (2009: 142), the fundamental aspect of effective leadership is the ability to guide through vision. However, adaptive leadership is critical during the change management process as it alters the approach of the leader to constantly sync symbiotically with modern changes. The required leadership approach is contrary when managing routine technical glitches to when dealing with complex organisational change. Stouten, Rousseau, and De Cremer (2018: 775) assert that leadership is central to the organisational change process. The authors further emphasise the critical requirements of training and developing leaders to master the concept of organisational change because they champion it. Leadership styles are critical in enhancing organisational change; however, the results vary according to different leadership styles (Sfantou et al. 2017: 14). Irrespective of the leadership style, leaders have to be strategic enough to stabilise the modes of behaviours to increase their influence during organisational change (Okechukwu and Nwosu 2020). In support, Okemba (2018: 13) asserts that competent leadership strengthens the effectiveness of change.

2.5 CONCLUSION

This chapter discussed leadership concepts and theories that are critical during the organisational change management process. It was noted that effective leaders should adapt to the external environment and comprehend their role in managing resources effectively and efficiently. Furthermore, the leaders should possess some idiosyncratic characteristics that enable them to influence the activities of group members. This influence revolves around changing the work attitude of followers positively. Thus, promoting the positive aspects of leadership is more important than preventing destructive leadership, considering that the effects of damaging moments in social interactions may be stronger compared to positive episodes. The next chapter discusses the literature review with specific reference to change management.

CHAPTER THREE

PERSPECTIVES OF CHANGE MANAGEMENT

3.1 INTRODUCTION

Succeeding with organisational change remains a universal challenge for leaders. How the change recipients embrace it determines the extent of its success (Holten, Hancock and Bøllingtoft 2019: 393). Change literature suggests that during organisational change, for example, the acuity of leaders when change is implemented determines how change is received. Al-Ali *et al.* (2017: 724) assert that effective leadership is critical in managing resistance to change by motivating employees to participate using the applicable elements of organisational culture. It is imperative to ensure that the implemented change is sustainable. It is also important to understand why change happens and the requirements of making change through effective leadership a more welcoming concept.

3.2 REASON FOR CHANGE

According to Okemba (2018: 20), there are six underlying reasons for organisational change. They include:

- The world has transformed into a global village, and it is now considered one community.
- Introduction of new practices and new ways of doing business.
- Technology advancements have improved the ways of communication and marketing and led to the growth of online activities.
- Technology changes are triggered by the increase in the speed of businesses.
- The increasing competition in different markets.
- The work in organisations has become complex and requires effective and faster solutions.

Studies have suggested that organisational changes occur internally or externally. According to Lunenburg (2010: 2-3), external forces for organisational change include the marketplace, technology, labour markets, government laws and regulations, and economic changes. Sroufe (2017: 316) holds a similar view and elucidates external drivers for organisational change as customer demand for organisational reputation,

customer demand for transparency, government laws and regulations, societal awareness, access to resources, and collaboration with external stakeholders.

As per Tahir (2019: para. 4-10), internal factors that influence organisational change include:

- Vision: organisations must have visions, revisit those visions and redefine them if necessary, and use them as a base for organisational change.
- Values: Organisations should not deviate from their core values when effecting organisational change. For example, values such as gender balance in management positions, cultural and ethnic diversity, etc. are potent principles that often lead to formidable changes in organisational processes and strategies.
- Organisational culture: The culture of the organisation has a significant impact. Organisations possessing a vibrant work culture that is dynamic and where leadership encourages innovation are likely to accept change smoothly.
- Core expertise: The core expertise of an organisation will also dictate the direction of the change. Organisations that are in one technical area will focus on changes associated with their expertise.
- Leadership: In many instances, the change in leadership is the reason behind organisational changes. New leaders tend to bring new visions, new strategies, and new working cultures to their organisations.
- Performance: This is the most critical factor because good leaders will always reconfigure their strategies when performance is not satisfactory.
- Employees: The skills and attitudes of employees are critical during organisational change because the organisational change depends on them.

When facing pandemics, for example, the COVID-19 pandemic, organisations must have action plans for responding competently to the circumstances. This suggests the leadership needs to develop pertinent mechanisms for identifying risks related to the undetermined environments, and their responses should be guided by strategic change implementation (Junnaid, Miralam and Jeet 2020: 10).

The researcher argues that, irrespective of the factors precipitating the change, organisations must identify the drivers of change and the need for change. Consequently, selecting the requisite approach when executing change yields fruitful dividends.

3.3 CHANGE MANAGEMENT CONCEPT

Rafiq and Ahmed (2000: 450) define change management as the controlled identification, implementation, and management of necessary changes for the development of an organisation. Lunenburg (2010: 1) delineates organisational change as when an organisation moves from its current state towards a desirable future state to enhance its effectiveness. Ajmal et al. (2012: 117) hold a similar view as they elucidate change management as a critical organisational aspect that concentrates on healthy growth. When exploring the concept of change management, it is important to define and understand change. Lozano (2018: 1161) defines change as transforming from a current state to a more desired progressive state. Mgquba (2017: 1) holds a similar view when it comes to change and defines it as a significant input that organisations want their leaders and employees to contribute to keeping up with the ever-changing work environment. This usually has a significant impact on an organisation as it affects the people, processes, and organisational structure. Hence, the researcher emphasises the urgency for organisations to embark on the journey of organisational change with commitment.

In all human endeavours, change is common, as it is prevalent in today's work environment; thus, demonstrating the rapid organisational changes materializing globally (Adegbemle 2019: 1). Cameron and Green (2009: 97) emphasise the importance of understanding how organisational change should take place, for it to succeed. The researcher holds a similar view because it is critical for leaders to understand the change management process to be able to implement the relevant leadership styles for it to prosper.

3.3.1 Individual Change

Individuals, teams, and organisations are essential in the organisational change process, and leaders have the exceptionally herculean task of ensuring that it all happens (Celik and Servet 2020: 74).

Newman and Ford (2021: 3) define individual change as concentrating on assisting employees to enhance some active aspects of their knowledge or performance they require to donate to the organisation effectively and efficiently. Rowland et al. (2020: 4) define individual change as enabling and supporting a person during the transition period, so they can successfully engage, use, and adopt change. And, Sharman, Wallace, and Jespersen (2020: 20) define individual change as the series of actions where an individual understands, adjusts to, and thrives in a constantly changing environment. The authors further state that mastering this skill is not just profitable, but consequential to navigate today's rapidly evolving business landscape. Baiyere, Salmela, and Tapanainen (2020: 243) recommend individual-level change programmes such as training, performance management, and leadership development, to better the organisational change process. Hartmann and Lussier (2020) argue that for organisational change to succeed, new processes or tools are not sufficient, but individuals within the organisation must adopt new values and undertake new working conditions. Rudolph et al. (2021: 22) note that organisational change outcomes stem from the collective conclusions of individual change. Ratten (2020: 510) asserts that whether prosecuting change in the community, work or home perspectives, all individuals undergo predictable journeys; from the status quo, through a state of transformation, to a future state. Werdhiastutie, Suhariadi, and Partiw (2020: 749) state that individual change management revolves around enabling and supporting a person to transform, so they can buoyantly engage, adopt, and utilise change.

Cameron and Green (2009: 12) compartmentalised individual change into the following sections:

- The process of change and learning that highlights the ways that models of learning can enhance the understanding of individual change. When something new is learned, a change in behaviour and performance will likely ensue. This will not always be the case because, in some organisational changes, a new company will take over whilst retaining the brand name, management team and modus operandi (Hadsell et al. 2020: 1029). Erlangga (2022: 22) states that the unrelenting focus on learning something new makes us very conscious of our performance and when we have mastered that process, we become far less conscious about our performance, making us unconsciously competent until there is a new challenge or something goes wrong (Waschke et al. 2019)

- The behavioural approach to change; how can people's behaviour be changed and improved? According to Glenn et al. (2020: 12), the behaviourist approach is a transactional strategy that focuses on altering the conduct of others through punishment and reward, as a result, leading to behavioural analysis, and use of the punitive and rewarding tactics.
- The cognitive change approach. How can people be attracted to change and accomplish organisational objectives? This approach is associated with goal setting, techniques, and coaching to achieve results (Kaffka et al. 2021: 1051).
- The psychodynamic procedure to change, that focuses on the status quo, particularly on the people's viewpoint. Largely touching on the understanding and relating to the inner world of change. Psychodynamics is significant when people are experiencing highly affecting change (Marčinko et al. 2020: 17).
- The humanistic psychology change strategy that improves the understanding of how people can augment the enjoyment of change. This approach is anent believing in growth and development and maximizing capabilities. Furthermore, the emphasis is on healthy organisations, healthy authentic relationships, and healthy development (Wang, Olivier, and Chen 2023: 6).
- Change and personality, how do we dissent in our reactions to change? According to Srivastava and Agrawal (2020: 1433), an individual's ability to initiate and adapt to change is largely influenced by personality type.
- Change management in self and others; understanding people's inner experiences and knowing the changes that need to be implemented. Learning anxiety versus survival anxiety were identified by Schein (1996: 29) as the two competing anxieties in individual change. Learning anxiety has to be lesser than survival anxiety for change to succeed. Furthermore, Schein espoused the necessity for leaders to focus more on decreasing their followers' learning anxieties than increasing their survival anxieties (Bryan and McKnight 2021: 42).

Leaders must master their rewarding strategies, linking of goals to motivation, treating their followers as individuals whilst understanding their emotional states, and be authentic and consider that truthful people want to develop and grow (El-Dirani, Hussein, and Hejase 2019: 3). According to Burke (2014: 112), it is critical to ensure that organisational members are adequately equipped to deal with change. Carnegie, Guthrie, and Martin-

Sardesai (2022: 7) define change as something that begins and ends, or when something that is used to happen in a certain way starts to occur differently. The author then delineated transition as a psychological process that extends over a lengthy period that is difficult to manage rationally, whereas change can be. Firstly, the transition involves surrendering or giving up previous titles, roles, and positions. It usually involves a great deal of resistance to change (van der Steen 2022: 3). The second phase which is called the 'no man's land' is where people experience confusion, ambiguity, and perhaps distress and a sense of incoherence (Graf et al. 2020: 5). The last phase is the new beginning where people learn new skills and competencies, initiate new relationships and institute new visions for tomorrow (Bögel et al. 2019: 361). While psychologically accurate, the theories of embracing change are optimistic and somewhat jejune, some people thrive and some struggle during the organisational change process because it is not a monolithic event (Ellis, Steadman, and Mao 2020: 570).

Giurge, Whillans, and West (2020: 993) posit the significance of understanding why it is imperative to integrate organisational and individual change unerringly. Rehman et al. (2021: 5) agree by posing that effective organisational change management obligates both the organisational change management process and the individual change model. According to Arieli, Sagiv, and Roccas (2020: 233), the organisational change process provides an activity-based orientation while the individual model provides an outcome-based archetype. Kim, Schuh, and Cai (2020: 289) assert that an organisation deficient in an individual model focuses mostly on the completion of activities instead of what needs to be achieved. For example, meeting the organisational performance targets without understanding the intended goals potentially.

As Tyler, Heffernan, and Fortune (2020: 2) propound, it is fundamental to note when there is no proper organisational change management process, changes that affect dozens and millions of individuals will rapidly become unmanageable. Therefore, as alluded to earlier, successful change management is the outcome of synchronizing an outcome-oriented individual change management approach with an activity-oriented organisational change management process, by properly aligning them with what is envisaged to be achieved. Furthermore, cultivating a growth mindset is a thunderous technique for successful

individual change management because it enables individuals to see change as a latitude for learning, personal growth, and development (Ye et al. 2021: 2).

3.3.2 Team Change

Academic discussions on what is a team and what constitutes a group have eventuated leading questions such as, 'What is a group and when does it become a team? Why are teams needed? What categories of teams exist? How do you better the efficacy of a team?'. Furthermore, it is vital to understand what team change is, change leadership issues, the influence of individuals on team dynamics, and how well teams initiate and adjust to change (Cameron and Green 2009: 62). In most literature, the terms group and team have been indistinguishably used, yet there are climacteric distinctions, and it is easy to discern when one is part of a team or group in an organisation (Larson and DeChurch 2020: 4). This is significant to understand because change affects groups and teams differently (Sebo et al. 2020: 4).

According to Jackowska and Lauring (2021: 174), a group is any number of people who interconnect with each other, who are psychologically conscious of each other, and who perceive themselves as a group. Hartwig et al. (2020: 170) propound that a team is an identifiable number of two or more persons who interact adaptively and interdependently to accomplish shared specified and valued objectives. Whereas Stoverink et al. (2020: 397) elucidate the work team as a compact group of individuals who divide responsibilities for achieving the envisaged organisational outcomes. And, Zoltan and Vancea (2020: 819) define a team as a collection of persons who are collegial in their duties, who perceive themselves and also perceived by others as a pristine social entity encapsulated in one or bigger social systems and superintend their associations across organisational bounds. According to Ashikali, Groeneveld, and Kuipers (2021: 501), team members labour synergically on customary goals, meet up regularly, and have clearly defined responsibilities and roles; whereas, group members rarely meet and are bounded without ongoing goals that compel them to work together.

The need for teams and for them to work together was delineated by (Casey and Howson 1993: 362) as due to high volumes of international pieces of work or is too multiplex to be

perceived and achieved by a single person. Furthermore, some researchers are of the view that managers do not have to be fully integrated as a team interminably, neither should they be regarded as a mere collection of persons going about their functional individual tasks (Talha et al. 2020: 233). The level of teamwork needed to handle a task is determined by the level of uncertainty of the task at hand, furthermore, there is a positive correlation between the level of task uncertainty and the need for teamwork (Schmutz, Meier, and Manser 2019: 2). Most management teams handle certain and uncertain tasks, as a result, there is a necessity of flexibility about the levels of teamwork required (Duong and Swierczek 2019: 57). There is usually certainty about the reporting process, health and safety, human resources policies and recruitment; contrary to structure and strategy which are less certain, thus the greater the level of teamwork, the higher the sharing of viewpoints, and an enhanced level of understanding of agreements and team implications (Cameron and Green 2009: 66).

Teamwork is of paramount significance for management teams as they enhance the effort of handling risky matters that need them to align shared views (Keefer et al. 2022: 301). There are various organisational team types, each with significant benefits and drawbacks (Bui et al. 2019: 624). The 'work team' is the normal organisational hierarchical structure that most people envisage when discussing teams. Usually managed by a single person, work teams tend to have stability in terms of team processes, objectives, and personnel; furthermore, their agendas are generally concentrated on the management and maintenance of what combines operational strategy and existing processes (Stoverink et al. 2020: 395). Gerpott et al. (2019: 6) delineate 'self-management teams' as a subset of a work team that is equally capacitated but unaccompanied by a direct supervisor or manager. Customarily, this is through distributed or collective leadership. Self-managed teams manifest more in manufacturing industries than service arenas, furthermore, they emphasise the delivery of products rather than delivering change (Nozari 2020: 26). Kohnová and Salajová (2021: 8) emphasise the significance of self-managed teams in enhancing organisational agility, which is a commitment to swiftly providing increased benefit to customers and to rapidly customize changing conditions.

'Parallel' teams differ from work teams as they are not entrenched in the traditional management pecking order. They operate parallel or in tandem with this system (Cameron and Green 2009: 69). These teams are integrated to achieve quality improvement, engage and involve employees, specialize on specific purposes, make critical decisions and solve problems (Yue, Fong, and Li 2019: 2). Yadav and Singh (2014: 63) add that parallel team's longevity varies because their operations are not definite, as a result, they are consultative with limited authority, furthermore, their highly influential in the change management process despite going without responsibility and accountability for delivering change. 'Project teams' are time-limited with clarity and objectives of specific purposes for completing projects (Scott-Young, Georgy and Grisinger 2019: 565). Their tasks are not repetitious as they entail a substantial application of expertise judgment and knowledge, and correspondingly membership is usually sundry, drawing from divergent disciplines and functional units, so specially designed expertise is applied to the project (Henkel, Marion Jr and Bourdeau 2019: 3). Project teams report to a project manager who reports to a project sponsor for the duration of the project, and the teams are very much with the implementation of change (Ibrahim and Daniel 2019: 368).

'Matrix teams' manifest largely in organisations that operate along project lines, where they are compelled to deliver numerous (Robinson 2022: 57). All projects have project managers; however, the project team members are obtained from the organisational functional areas, furthermore, team members are accountable to both functional heads and project managers (Nwankwo, Kanyangale, and Eze 2022: 335). The power balance between functions and projects fluctuates from organisation to organisation, and successfulness of such formations relies on the degree to which project teams are disabled and the degree to which they are enabled (Phoewhawm 2013: 440).

'Virtual teams' use technological interactions that offer various possible aspects that enhance efficiency; and permit the enrolment of key specialists, irrespective of their physical locations (Hacker et al. 2019: 2). Theoretically, virtual teams scale down the necessity for traveling between sites, thus reducing monetary, time and stress costs (Gallego, Ortiz-Marcos, and Ruiz 2021: 2). Morrison-Smith and Ruiz (2020: 11) state that in 2016, it was approximated that more than 85 percent of professional employees

participated in some form of a virtual meeting, thus emphasising virtual teams have become indispensable to sustaining the more and more globalised economic and social infrastructure. Stratone et al. (2022: 4) endorsed virtual teams for their propensity to enable organisations to utilise felicitously skilled personnel for tasks, irrespective of their geographical locations. Cameron and Green (2009: 71) state the disadvantages of virtual teams emanate from the distance between team members because they make it hard for team leadership to manage them from a distance.

Edgerton, Cranmer, and Finomore (2022: 264) grouped network teams and virtual teams under the same category; furthermore, they assimilated network teams into parallel teams because their primary purpose is not routine, but attempt to increase organisational sustainability and erect capacity through an an growing the knowledge reservoir throughout the organisation. Al Samman and Muttar (2022: 404) delineated network teams as task-based groups or interconnected clusters whose activities happen momentarily, increasing employees' flexibility in knowledge transfers which enhances learning agility and fosters informal communications. Network teams are fundamental organisational anchors during change as they are perceived as the glue that offers a sense of cohesion to members of organisations, furthermore, the network structure strengthens cross-boundary cooperation and knowledge sharing which facilitate learning and ameliorate innovation in the organisation (Lee and Day 2019: 13).

Song et al. (2020: 616) elucidate management teams as being at the helm of the overall performance of an organisation, these teams may not deliver any services or products, but their mandate is ensuring those deliveries. Management teams play a central role in the translation of organisational comprehensive goals into specified objectives for several sub-units to fulfill their mandates in the execution of organisational tasks (Carpenter, Geletkanycz, and Sanders 2004: 751). Ponomareva et al. (2022: 2) equated management teams to work teams about delivering existing operational plans, however, they are expected to design and deliver change, and senior management teams are envisaged to spend less time on day-to-day matters and more time on change matters. Senior management teams face the most likelihood of accountability for their respective organisations' failure or success, and team members of such teams have collective leadership responsibility at the summit of their organisations (Song et al. 2020: 617).

Cameron and Green (2009: 73) emphasise the significant roles that management and change teams play in almost all organisational change situations because members of these teams initiate and manage the execution of change.

'Change teams' are usually established in organisations when unplanned or planned change of significant proportions is imperative (Homan et al. 2020: 2). Contingent upon organisational dynamics, sometimes the senior management is the change team responsible for setting up and tapping into the organisation, and champion the change process (Reinholz and Andrews 2020: 5). Patently, dissimilar organisations utilise distinct phraseologies, so a change team responsible for projects in an organisation will be known as a project team responsible for change in another organisation. According to Hopwood (2019: 8), most organisations realize that change management may advance if the people side of it is recognised, hence parallel a team that is pulled from the whole human resources may be a utilitarian supplement in terms of assessing and responding to the effects of the change on the workforce. Cameron and Green (2009: 73) emphasise the significance of establishing a change team in the organisational change process.

Burke (2008: 103) identified the five elements of improving a team's effectiveness as goal as goal setting; planning; team mission; team roles; inter-team relations; team operating process; and team interpersonal relationships. It is fundamental to ascertain the team's ability to concentrate on these five elements as they elucidate what a team needs to develop into a useful team that successfully implements change (Aslami 2022: 262). Several studies have found that for most teams to be effective, they should own an indestructible sense of purpose, assemble their functions around that purpose, and plan and set goals in harmony with that purpose (Larson, Larson, and LaFasto 1989: 27). Clear objectives, clear goals, common understanding and agreements are key as they enhance the feasibility of organisational change success; also, it is onerous to realize your objectives when you do not know where you are going, and a strong sense of purpose can mitigate against the majority of unfavorable effects (Cameron and Green 2009: 74). Teams achieve their goals optimally when they are logically structured around those goals, thus emphasising the need for individual team members to be apprised distinctly of their roles and accountabilities, and also that of their peer (Trainer et al. 2020: 222). The significance of clear roles in the implementation of change provides a

supportive framework for task accomplishment and offers a clear sense of purpose of the trajectory being embarked on (Zen et al. 2023: 1249). Pasmore et al. (2019: 68) state that the situation becomes more fluid during change, however, excessive rigidity brings about the falling of tasks through the cracks between roles or overlaps going unnoticed and may hinder the courage, proactiveness, and innovation of team members.

A team needs processes to be in place to enable it to achieve organisational change objectives effectively and efficiently. According to Beer (2021: 15), these processes include timing; frequency and agenda of meetings; decision-making and problem-solving methodologies; ground rules; conflict resolution procedures; reward mechanisms for honoring the contributions of individuals to team goals; and style and type of review processes. All these areas undergo additional stress and strain stemming from the turbulence triggered by change, hence stressing the significance of discussing and agreeing on the processes at an early stage (Faupel and Süß 2018: 148). Fountaine, McCarthy, and Saleh (2019: 6) assert that team operating processes mitigate the adverse times of change by allowing the healthy functioning of the team to continue. Team members must communicate actively and discuss and agree on the operating processes to realize a lucid understanding of roles and goals, and to achieve such, interpersonal relationships have to be salubrious (Frans and Van den Berg 2022: 555).

During the organisational change process, the tendency to focus more on tasks than team members increases stress levels, hence the significance of faith within the team is crucial as it becomes the substratum of coping with conflict (Grønstad et al. 2019: 2). Ancillo, del Val Núñez and Gavrilá (2021: 2298) highlights the importance of minimizing the working of teams in isolation because the nature of organisations nowadays is sophisticated, complex with increasing permeable and loose boundaries, discombobulating the achieving of team goals without input from and output to others. Tobing et al. (2020: 183) concur by emphasising the need for teams to connect more since the environment is constantly changing and becoming more complex, thus, knowledge of external affairs is critical for teams to survive.

3.3.3 Miller, Craighead, and Karwan Service recovery model

The first stage of this model is known as 'forming' where it is critical to highlight the primary purpose of the team; the structuring of the team to realize its objectives, the roles of team members, the appointment of the team leader, in tandem with team boundaries and how will the team collaborate (Vaida and Şerban 2021: 92). Jones (2019: 25) asserts that emphasis should be placed on assuring team members that they will enjoy themselves whilst learning new things that will also improve their practical side of life, and the dependence that participants will experience through conducting their tasks will measure their behaviours, develop their interpersonal skills and enhance their leadership skills.

The following stage is known as 'storming', where the team members congregate after passing through the phase of being cordial to each other and their concerns to work on common team goals (Putro, Rosmansyah, and Suhardi 2020: 1160). If the storming stage which is also known as 'testing' succeeds, it will clarify all fundamental questions of the beginning phase and sanction the consensus of the purpose and roles to be arrived at (Tuckman and Jensen 1977: 421). Furthermore, Fink-Samnack (2020: 9) emphasised that the storming phase manifests the enhanced authority of the team leader, permits all members to occupy their rightful team positions, and affords team members an overview of what is to follow. Thus, storming sets a template for decision-making and future ways of acting and relating (Hamilton 2022: 44).

'Norming' which is the third stage, is largely influenced by transforming towards advancing the task through the establishment of processes, rules, and roles; it is customarily the stage where acceptance of the team's style prevails and discontent drops (Nawi et al. 2022: 939). Rahmat et al. (2021: 59) concur by asserting that 'norming' materializes when the team ultimately arrives at working towards achieving tasks without raising any fundamental questions.

The last stage of team development is known as 'performing', which is underpinned by the summit of efficiency and coordination within the team as most processes transpire smoothly, as a result enhancing the relationships of team members (Kutob and Alhothali 2020: 1428). Ekström, Rempling, and Plos (2019: 259) concur by highlighting that during 'performing', the team has undergone rigorous processes of coexisting, and is content

with the established team norms; therefore, has clarity of its structure, purpose, and roles. Furthermore, the team embodies a way of working because it has blossomed a capacity to change and develop and has also mastered how to learn. Also, the team can optimally conquer all tasks and team needs simultaneously (Cook, Stringer, and Slocum 2020: 99).

However, a couple of years later, Tuckman added a fifth state known as 'adjourning', which is critical for rationalizing how the model separates a group and the processes that accompany it; where the group undergoes self-evaluation and analysis to review the project outcomes. Mberia and Wachira (2021: 4) elucidate this stage as the period where teams disperse after completing their tasks. Adjourning is called by some professionals 'transforming' because team members expand their working modus operandi; whilst others call it 'mourning', emphasising the emotional component (Cameron and Green 2009: 82).

3.4 ORGANISATIONAL CHANGE

Looking at how organisations function is a critical point of origin; it is critical to fathom how the organisational change process happens; for example, can it be formulated conjointly by a group of influential people, and then the change is eventuated by sheer momentum? Organisations undergo unprecedented changes. Although organisational changes are good, there is consequential evidence that organisational change may induce employee stress (Lee *et al.* 2017: 502). Okemba (2018: 18) defined distinct types of organisational change, which are transitional change, transformational change, and developmental change. The transitional change seeks to achieve a known goal that is diverse from the existing one. Transformational change is an inflexible approach that digresses organisational suppositions in terms of structure, cultural process, and strategies. Developmental change is either planned or unplanned.

Through the combination of education and experience, we all possess our suppositions about how organisations function (Argote, Lee and Park 2021: 5402). Morgan (1980: 606) developed metaphors that illustrate different assumptions and beliefs that people have about organisational change. He posited these metaphors as organisms, machines, culture, brains, psychic prisons, flux and transformation, political systems, and

instruments of domination. According to Tohidian and Rahimian (2019: 2), the much-used machine metaphor connects adjacently to the behaviourist change views where it is believed that objectives should be used to manage individuals; one line manager is sufficient for each employee; labour must be compartmentalised into particular responsibilities; teams constitute a conglomeration of individual efforts; and there should be discipline and management should control. Silva and Santana (2020: 49) add that this gives rise to assumptions such as resistance is inevitable and should be managed; only those in positions of power can transform the organisation to an agreed end state; and will successfully be accomplished if it is planned and controlled well. In this metaphor, managers start assimilating organisations to machines, which can be effective and efficient in stable environments but extremely difficult when a need for momentous change comes to light, because it will be viewed and experienced as an extensive reconstruction that is customarily immensely disruptive, and therefore will encounter resistance.

Goel (2019: 173) states that when we regard organisations as political systems, we draw intelligible parallels between systems of politics and how organisations are run; the metaphor of policies highlights the significant role of power, competition, and conflicts in organisations. This metaphor will not be operative when commercial realities are less essential than adopting new viewpoints. This metaphor will also nudge leaders toward interrogating their self-consciousness, prejudices, and biases (Pistol 2020: 592). Whang (2021: 3) highlights the following beliefs that already exist in organisations:

- Staying out of organisational politics is impossible because automatically you're in it.
- To get things going, it is critical to build support for your approach.
- You have to know those holding organisational power and their allies.
- The hidden political map significantly overrides the promulgated organisational structure.
- Work teams are less paramount than individual coalitions.
- The supremely significant organisational resources cover the allocation of scarce resources expressly; who is given what, and these are reached through vying for positions, negotiating, and bargaining.

According to Modliński and Gladden (2022: 374), these beliefs about organisational change will lead to the following assumptions:

- The support of a powerful person is critical for change to succeed;
- The greater the endorsement for this change, the better;
- Familiarising yourself with the political map and accurately forecasting the winners and losers resulting from this change is critical; and
- Negotiating issues and creating new coalitions are perceived as positive strategies.

This metaphor can be extremely dangerous, by creating Machiavellian strategies that assume organisational ventures that always have winners and losers, hence turning organisations into political war zones (Chukwuba 2020: 16).

The organisational life (organisations as organisms) metaphor views the organisations as an adaptive and living system. According to McAleavy and Rhisiart (2019: 17), Gareth Morgan emphasises that different species are favoured by different environments contingent on different organizing methods, their congruence is fundamental to success. For example, rigid bureaucratic environments are likely to succeed in stable environments, whereas, less structured type organisations are more likely to triumph in constantly changing environments (Cameron and Green 2009: 103). It is critical to scan the environment and design the organisation accordingly. According to Salihu (2019: 5), maximizing the symbiosis of organisational needs, teams, and individuals is paramount because there is no perfect way to manage or design an organisation; furthermore, the organisation's key to success is the favourable flow of information through different parts of the systems.

Gomes and Tzortzopoulos (2020: 122) assert the significance of designing and working towards the response of change in an environment, also highlighting psychological support and participation as key parts of success. Credle Jr (2022: 95) argues that assimilating an organisation to an adaptive system is fallacious because it can shape the environment by collaborating with communities and launching new services or products that may significantly change it. Whang (2021: 2) also states Morgan asserts the danger of idolizing this metaphor because it advocates for being fully integrated with the

organisation, meaning that people should be able to fulfill their personal needs whilst performing their work duties, as it can become serious contention for non-believers such as the directors and human resource departments.

3.4.1 Unplanned and planned organisational change

Hanstad, Smith, and Waddington (2008: 231) define unplanned internal organisational change as a change that usually occurs as a strategic intervention that is not planned to react to the performance gaps or a change in the demographic composition. As Zainol et al. (2021: 3) state, research studies have demonstrated that performance gaps compel organisations to be innovative, and they usually manifest in the form of non-performance or depleting profit margins. Ahlstrom et al. (2020: 420) elucidated the rapid demographic changes that compel organisations to change as the sea changes stemming from the increasing workforce composition due to globalization, a substantial number of women joining the workforce, employees retiring and joining the private sector, etc.

Bakunzibake, Klein, and Islam (2019: 53) posited government regulations and economic uncertainties as the two crucial factors of unplanned external organisational change that compel organisations to change internally. Changes in regulations that are introduced by governments have an enormous impact on the nature of organisations conducting their business and operating in today's competitive environment. The liberation and globalization of economies have prompted governments to implement changes in their regulations such as currency conversion, de-licensing, etc. to strengthen domestic organisations to attain their envisaged profit margins and remain competitive. Rosales and Clark (2023: 3) note that the conditions of the global economy invent competitive constraints on organisations and compel them to bring about changes that enhance market shares, expand customer bases through formidable advertising, and thrive in the international marketplace and communication of campaigns. Organisations must position themselves as unique brands and remain innovative to stay ahead in today's competitive race (Baptista et al. 2020: 3). Mansaray (2019: 21) holds a similar view by emphasising the significance of effective management of organisational change to excel in transforming the status quo to the coveted futuristic endeavours. Cimini et al. (2020a:

706) also stress the significance of developing and implementing an astute plan for successfully managing change.

Planned internal change is when an organisation strategically reconfigures its modus operandi to keep up with the evolving times (Bögel et al. 2019: 360). This can be achieved by changing the organisational size or structure, changing the products or services and changing the administrative framework systematically (Klein, Ramos and Deutz 2022: 511). According to Jogie (2022: 2), organisations have to restructure or change the framework of their hierarchy to realize pre-defined goals or objectives. Planned internal change decisions prevail when managers diversify the range of their business or change the direction towards reviving the business by adding new product lines or services. Such planning requires substantial volumes of pre-planning, resource distribution, effective coordination, and ensuring that change objectives are met (Bhaskara and Filimonau 2021: 366).

Changes in administrative systems are enforced or implemented to enhance administrative efficiencies and improve the image of the organisation to gain a competitive advantage of being a political powerhouse. The coercion of changing administrative systems originates from the higher echelons of the organisation; making it a top-down approach (Gilson et al. 2020: 6). However, when the need involves changing the nature of the work itself, the organisation will adopt a bottom-up approach (Caudell et al. 2020: 23). Some scholars have found that organisations that are mostly mechanistic and less organic in their approach, which are formal and centralised, are inclined to bring about appreciable administrative change (Jaaron, Hijazi and Musleh 2022: 4).

Internal and external factors govern the organisational system and factors such as the innovation of technology advancements, communication, and information processing fields are all under this categorization (Hanelt et al. 2021: 1160). Despite the external nature of these factors, they are factored into the organisation in a planned way to improve overall productivity by enhancing work efficiencies (Antonelli, Crespi, and Scellato 2013: 6). The rapid growth of technological changes in organisations has significantly changed the functioning of contemporary organisations, for example, technology development has automated the design and manufacturing of the automobile industry to rely on upon the

information technology system (Kohnová, Papula and Salajová 2019: 138). Oleiwi (2023: 5) commends Siemens (Germany) for introducing the first paperless office in the world. The nowadays revolution in communication technology and advancements in the technologies of processing information such as wireless technology networking, satellite communication, and fibre optic cables have accelerated the convenience of business communication with clients and business partners (AlBar and Hoque 2019: 1).

Unplanned change is when organisations are compelled to react in a topsy-turvy and disarranged manner to address unanticipated events or crises (Iglesias-Pradas et al. 2021: 2). Li et al. (2021: 1) hold a similar view on unplanned organisational change by asserting that it raises many questions and uncertainties for employees and that has the potential of negatively affecting organisational relationships. Planned organisational change is when an organisation proves that it is ready for the change, by taking the appropriate direction and setting new goals (Dark et al. 2017: 2). Drobyazko et al. (2019: 2) corroborate by stating that planned organisational change should be regarded as the purposefully controlled transfer of the organisational system from its current state to a better desirable one by formulating goals and ideas necessary for the proposed change. They further emphasise the significance of considering the areas with the control managers when managing change.

3.4.2 ADKAR model of managing change

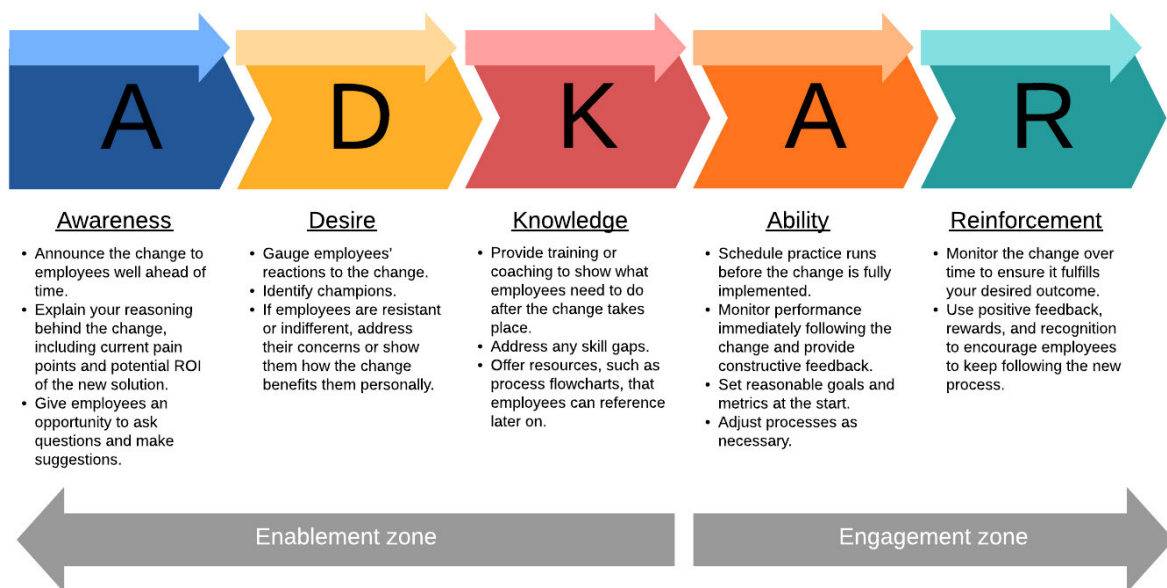


Figure 3.1 ADKAR model of managing change

Source: (Lucidchart 2024)

According to Jaaron, Hijazi and Musleh (2022: 2), many individuals are not well informed about changes in aims and benefits, and this can be a problem since organisations cannot change when people do not change themselves. Buchanan and Badham (1999: 611) agree by asserting organisations do not change, but employees themselves change. This resonates with the ADKAR model principle that states organisational change will only occur when individuals change (Sataić 2021: 61). Asikhia *et al.* (2021: 76) hold a similar view by emphasising that organisational changes fail because although employees may see and know that change is taking place, they are not convinced about the significance of getting on board. Furthermore, leaders may not possess the requisite strategies to engage individuals and successfully manage resistance to change. Primarily, the core determinants of resistance to change are lack of ability and lack of motivation (Ali *et al.* 2021: 487). Metz (2021: 612) also emphasised that individual resistance to change is a major contributor to an unsuccessful organisational change process. The ADKAR model is designed to eliminate these challenges by capacitating leaders with de rigueur strategies, employees with needful information, and equitable motivation to traverse organisational changes successfully (Houben *et al.* 2020: 310).

The ADKAR change model seeks to limit resistance to organisational change through outcomes-oriented change management techniques (Balluck, Asturi and Brockman 2020: 543). According to Paramitha, Tobing and Suroso (2020: 147), this model is an acronym of five letters that build the blocks (ADKAR) for successful organisational change management, and the acronym stands for the **awareness** of the necessity for change; the **desire** to support and partake in change; **knowledge** of the change management modus operandi; **ability** to enact preferred behaviours and skills; **reinforcement** to make the change continuous. According to the ADKAR model, awareness and desire seek to propel an individual away from the current state, where change is necessary but has not yet commenced (Sulistiyani, Ali and Astuti 2020: 23). Leksono and Yulianti (2022: 3809) state knowledge and ability develop in the course of the transition, and reinforcement concentrates on the future. Though the ADKAR model provides a tool for change that is mostly effectual at an individual level, the model is also tailored to aid groups of people and the whole organisation to negotiate successfully through change (Prunuske *et al.*

2022: 6). Osolase, Rasdi and Dato (2022: 152) assert the faculty of the ADKAR model lies in its potentiality to concentrate on the first dimension of the five dimensions which is the mainspring of the non-success of change.

Organisational change is the process of departing away from a familiar state to a new unfamiliar state, thus it is a process of adjusting the organisation to changes in the surrounding environment (Atasoy 2020: 259). Kurt Lewin coined the concept of organisational change by developing his field theory that examines individuals' patterns of interaction through their surrounding environment (Kump 2023: 4). This preparation has distinguished the workplace intergroup relations where the individual belongs; alias social groups (Endrejat and Burnes 2024: 94). According to Kurt Lewin, the interpretation of change requires the apprehension of psychological forces in the individuals' actions within their social groups; therefore, the Kurt Lewin theory bespeaks that organisational change will greatly succeed when there is relatedness betwixt the perceptions of individuals and collective meaning (Coghlan 2021: 13).

This perspective has changed the burgeoning of "coordinated management meaning theory" by (Pearce *et al.* 1980: 22), which portrays the character of communication as pivotal in arbitrating how individuals understand, comprehend, and identify organisational practices and changes in procedures. Kotter points out that efforts of communication with individuals within groups of organisations will not always warrant making sense of changes collectively, and this usually creates human resistance (Odiaga *et al.* 2021: 3). As a result, the organisational adjustment process has a major problem of people who are deficient in readiness for change. In such cases, the change management process has to sufficiently manage all change management projects (Ong and Walker 2022: 1241).

Mphahlele, Kekwaletswe and Seaba (2024: 460) define change management as a fundamental set of techniques and processes for effectively managing human resources all-round the whole organisational change project. Odejide and Edunjobi (2024: 1073) expounded that individuals are a point of departure in the organisational change management process. So, all individuals must change to achieve a successful change for the groups of employees and the organisation as a whole. According to Gilli, Lettner

and Guettel (2024: 14), the process of transforming individuals to synchronise with the organisational change process is not uncomplicated but can be observed as a complex human development process.

Balsalobre-Lorente *et al.* (2024: 229) hold a similar view by stating the human development process during change is not unchallenging but requires the careful exploitation of supportive models. Among these supportive models are Kotter's eight-step model and Lewin's three-step model of unfreezing, changing refreezing (Hubbart 2024: 3). These models are based on feasible, reducible steps that enable managers to advance from the current state to the envisaged future state. However, Gerald (2024: 94) contends these two models have been deprecated for failing to track the progress of the change among individuals; furthermore, they are deficient in considering the experiences and personal feelings, which may divide groups.

The ADKAR change model focuses on change dimensions that are effective on an individual level (Yasid and Laela 2022: 238). The self-same dimensions are also intended to be used in larger groups of people or the entire organisation (Darmawansyah and Yunizar 2024: 3824). This model derives its strength from its ability to put its finger on the root cause of failure when the change is failing. It takes heed of actions that will yield high chances of organisational change success (Arbaein *et al.* 2024: 454). ADKAR represents a sequential five-step process that seeks to achieve the intended change. Samosir and Jayadi (2023: 32) delineate the ADKAR steps as the following:

- **Awareness** of the necessity for change. In this beginning stage, individuals should be furnished with sufficient information about what has to change and the rationale behind the change. This will intrigue questions such as, "What are the potential risks if the individuals do not change? And what motivates the change?". Having intelligible responses to such questions can hold the awareness of individuals and will enhance their desire to change (Markopoulos *et al.* 2023: 34).
- **Desire** to comply and change. When the individuals' awareness is constructed around what needs to change, it is fundamental to leverage to leverage the individuals' desire to support the proposed change and participate in it. The second stage is sacrosanct as it may involve resistance against the proposed change. Many business leaders make the customary mistake of assuming that

when they have built the awareness of the necessity for change, they have also created the desire (Pillai *et al.* 2024: 73). Ulukan (2020: 853) observed that the question of “What should be done to mould desire?” must be asked during the organisational change process. In addition to illustrating how change will profit individuals, previous organisational success stories can be used to create sufficient levels of desire among individuals (Jannah 2023: 140).

- **Knowledge** of how to change. The third stage includes the sharing of comprehensive information with the individuals that outlines the creation of change. This information should encompass the details of the surrounding environment that would be replaced, and the types of behaviours and systems that will be administered as part of the change initiative (Zine *et al.* 2023: 15). Penchev (2021: 92) assert the significance of sharing such information as they believe it enables individuals to begin conceptualizing what they need to do to make the proposed change a success.
- **Ability** to apply essential skills. The fourth stage includes the actual application of the mastery obtained in the previous stage on reliability. Ergo, it is indispensable at this stage that individuals are provided with a suitable level of mentoring and supervision to encourage them to implement correct actions (Bose and Gupta 2021: 486). As a result, the ability can be realized through proper implementation of the new procedure and by supplemental time, coaching, and practice.
- **Reinforcement** to preserve change. In this final stage, individuals must know if their efforts are yielding the envisaged outcomes. Hence, the majority of this stage is the rewarding of individuals by supervisors for their desirable actions and behaviour. Individuals who struggle to create change will be assisted to keep following the new measures of the change programs until their progress is recognised, acknowledged and satisfactory (Rohmah and Subriadi 2022: 53).

When the ADKAR model is implemented in the organisational change management process, it enables managers to centre their endeavours on actions that will amplify individual change and, as a result, bring off organisational targets (Hanif 2023: 83). Shonhe and Grand (2020: 23) inferred that the ADKAR model is efficacious in assessing individual readiness and also positively influences individual receptivity to change. The authors further recommend Kotter’s change management theory as a lens for monitoring

and understanding the perspectives of employees towards change in the usage of the ADKAR model. Akanpaadgi and Mumuni (2021: 658) believe that Prosci's ADKAR model of change management would have been a more useful guide to manage the reform when they conducted a study to review the manner and way the conversion of polytechnics in Ghana to technical universities were done and to ascertain if the processes adhered to the standards of best practice.

Mogotsi, Moyo and Urban (2023: 35) found that technology and the reinforcement element of the ADKAR model of change management were crucial in equipping the Southern Africa Trust to subsist during the Covid-19 pandemic when it found itself in a quandary after its primary donor withdrew its funding. The Trust was able to reinforce changes through migrating systems and meeting formats, as a result, the employees rapidly adapted to the online set-up for finance systems and internal human resources, and for regular meetings. Joseph (2023: 5) also found that the ADKAR change management model had a significant and positive influence when they conducted a study to examine the self-perception of leadership competency associated with organisational change management among higher education institutions' leaders in New Jersey.

Thekkekara (2023: 9) identifies the ADKAR model of change as the best model in comparison with Kotter's model and Lewin's model because the ADKAR model is based on understanding that organisational change occurs when individuals seek to change. The authors further emphasise that the ADKAR model has been widely used in hospitals and the healthcare sector as a whole, and has proven to be successful in implementing change management endeavours by identifying gaps that need to be rectified. And, this model has become pre-eminent in healthcare organisations where change must be identified as participative and all groups of employees are required to be on board with the proposed change.

The ADKAR model for change is appropriate when managing the "people" aspect of change because organisational change is a constant variable that organisations have to be acquainted with to remain pertinent. Furthermore, this model has been utilised by various organisations as a practical and fitting framework to evaluate and guide change (Ali *et al.* 2021: 492). Wan, Saade and Wang (2020: 492) hold a similar view by stating

that the ADKAR model has numerous advantages over other change management models and it has been successful in government and business organisations.

3.4.3 Kurt Lewin’s model on change

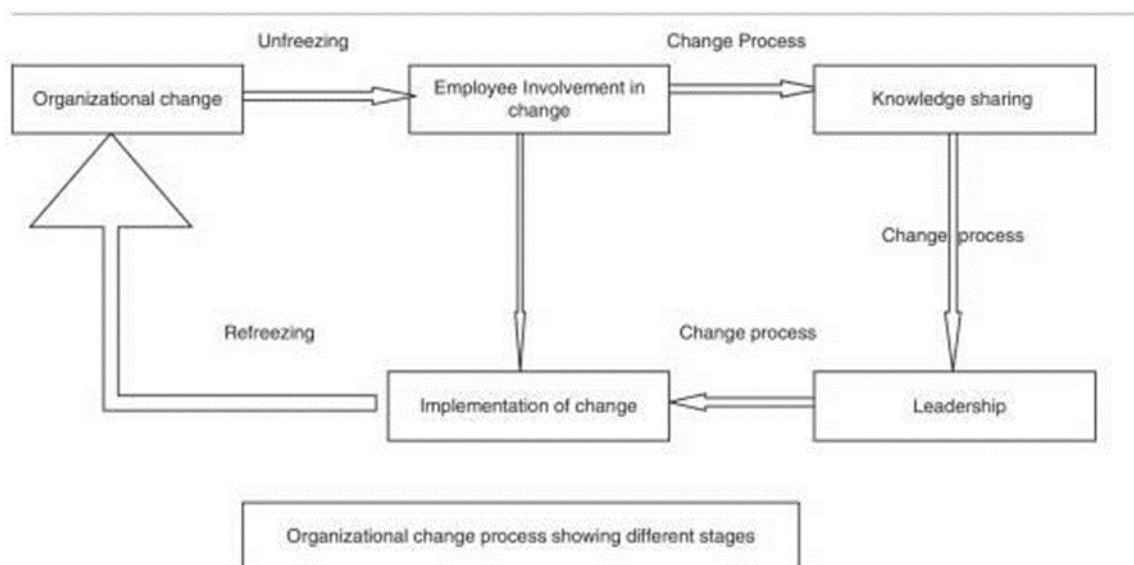


Figure 3.2 Kurt Lewin’s model on change

Available at: (Hussain *et al.* 2018: 126)

Several cogitations emerge with respect to the best way of managing change in contemporary African organisations, and substantial change management literature includes the pioneering work of Kurt Lewin (Mtongana and Musundire 2020: 1025). Though we concede that the Kurt Lewin model is not a holistic approach to organisational change, other researchers have significantly evolved and extended it to confront contemporary change (Maharaj and Pooe 2021: 4).

To succeed in implementing organisational change, one must first determine why is the change necessary. There has to be motivation for change. According to Hussain *et al.* (2018: 124-125), Kurt Lewin designed a three-step model to improve the understanding of implementing the change process. The first phase is the unfreezing phase: it establishes that human conduct is underpinned by the status quo with various resisting

forces incorporated into it. It is imperative to first determine the state of equilibrium and deal away with it whilst considering the change model and how both the internal and external environment persuade the change.

The second is called the moving phase. Unfreezing will not be the ultimate solution as it will not forecast and control the direction. All forms of change are likely to face resistance, thus indicating the necessity to consider all related issues to change and evaluate them to support the improvement of the change process. Lastly, the refreezing phase. This is the final phase. Its role of ensuring that new traits are shielded from reverting is critical to strengthening change. To effectively cope with change management processes, the organisation has to unfreeze the status quo into a more suitable position to unlearn the undesirable elements from the old behaviour and successfully adopt a new behaviour. The intended change should then be taking place as a driving force whilst minimizing the forces of resistance. When the envisaged results have been fulfilled, the organisation should refreeze into the new state (Saleem *et al.* 2019: 413).

3.4.3.1 Unfreezing

The first phase known as “unfreezing” involves the dismantling of the traditional patterns to forge a path of revolutionising the way of operating (Bhayangkara *et al.* 2020a: 308). As Burnes (2020: 38) notes, previous research has highlighted the significance of convincing employees about the change urgency using a compelling message. Sensitising employees about the benefits that the change will bring enhances their acceptance, thus elevating their contributions to making it a success. Furthermore, organisational change tends to summon strong emotions that bring about inquiries of the existing status quo, and that makes it imperative to understand that change is essential (Mahmud *et al.* 2022: 49).

Fatoni *et al.* (2023: 6737) stress the significance of coalitions and consensus building in advancing the organisational change process. However evasive the propensity to link with employees across political, socio-economic, and cultural lines of the divide, respecting their values is an invaluable asset (Mtongana and Musundire 2020: 1025). In African countries, values such as reciprocity, working in sync and collaboratively, and

consensus decision-making are core skills of successful change management (Fisher 2022: 902). As some scholars note, understanding and using these principles appropriately enhances the effectiveness of communication and smoothens the path of coalition building (Bashori, Prasetyo, and Susanto 2020: 86).

According to Mangaliso et al. (2021: 14), an empirical study conducted in Botswana corroborates that employees who understood the significance of the proposed change would become its foreseeable advocates. The spirit of “Ubuntu” is sacrosanct augmenting the interaction between employees and management but provides voice as well as enhances coalition building, and participatory interaction and reduces conflictual situations by creating inventive ways of implementing and managing organisational change. Mangaliso et al. (2021: 14) further expound “Ubuntu” as an African philosophy that places emphasis on humanity and working together.

3.4.3.2 Movement

The second phase known as “Movement” where incentives are developed for change or “moving” towards the envisaged state (Lindorfer 2021: 33). As Sarasvianti, Rahmanto, and Satyawan (2023: 10) expound, the moving phase tends to be drawn out and long due to dissimilar rates that employees adjust to or embrace change; additionally, the correlation of values is significant in warranting the embracing of the desired change. The challenge of ensuring the desired state is well-defined for more than one stakeholder group remains fundamental for management. Also, the disparity of underlying values held by the local and corporation values is the boundless organisational failure to sustain changes (Bashori, Prasetyo, and Susanto 2020: 86). Such stages require the efficacy of open forum discussion because discussions with employees allow them to express their views in the context of the discussed changes (Petriglieri and Louise Petriglieri 2022: 4).

In Africa, open forums of discussions have taken place through the ages where people share their views openly without fearing reprisal, and they come naturally (Venketsamy, Chauke and Bipath 2021: 4). Kurt Lewin referred to the moving phase as locomotion and elucidated it as a “changing of a position inside a field” that is effectuated through action research. Furthermore, moving is accomplished when the forces resisting change are

inferior to the forces pressing for change (Burnes 2020: 50). It is usually difficult to forecast the result of the moving phase due to the convolution of the involved forces, ergo the iterative exploratory nature of action research (Mangaliso et al. 2021: 14).

3.4.3.3 Refreezing

The refreezing process is of the essence to aid the organisation in institutionalizing or internalizing a new *modus operandi*. This catalogues the changes requisite to accomplish the permanence of the new state of affairs (Memon 2021: 6). A new sense of stability is created by incorporating changes into everyday business (Veldhuijsen *et al.* 2022: 384). Bhayangkara *et al.* (2020: 309) hold a similar view by stating that refreezing establishes new ways of ensuring the envisaged state has been arrived at; there is no returning to the previous state. To freeze satisfyingly, the new behaviour should be stabilised at a new stationary equilibrium and should be congruent and fortified by all other behaviours, personalities, and environments of those concerned to obviate regression (Rosdiana and Aslami 2022: 255).

Kurt Lewin viewed social change as a group activity, unless group routines and norms are also revolutionized, it will be damaging to sustain individual behaviour (Mahmud *et al.* 2022: 50). In an organisational context, refreezing will necessitate changes to policies, practices, culture, and norms. Even though organisations undergo constant change, refreezing is nevertheless essential, otherwise, employees will be confined in a never-ending transition trap where will be unclear about organisational procedures. Without a new frozen state, it is arduous to surge forward and successfully deal with other forthcoming changes (Bernardino and Tan 2022: 16).

The refreezing process recommends the celebration of successful changes as literature submits that celebrating early wins to mark milestones of accomplishments aids in reassuring employees that the change that lies ahead will be successful (Phuong 2022: 2350). African people see ceremonies as outlets for sorrows and joys under the notion that pain shared will diminish it and joy shared will multiply it (Modise 2021: 29). Celebrating successful changes proffers psychological upliftment to the involved parties and a gauge of satisfaction with the new process, thus cementing the process, new

norms, and strengthening trust in it, all of which expedites the implementation process (Venketsamy, Chauke and Bipath 2021: 9). Whilst some may be of the view that Kurt Lewin's three stages of managing change may be a waste of time, however, implementation will be plain sailing because all employees would feel they have ownership of the change management reached and a vested interest in its triumph and implementation. According to Mangaliso *et al.* (2021: 15), such practices differ from those of the West, where it is reported that decisions are taken quickly, but often precipitate argument and conflict during the implementation phase.

A study by Diis, Butali and Kagumu (2023: 2) that centred on the practices of change management on service delivery at the Garissa County police headquarters in Kenya where the Kurt Lewin model was applied, revealed a positive and significant influence of organisational leadership changes and service delivery. The study recommends the implementation of a distinct chain of commands to heighten efficiency, and the setting up of elaborate communication structures to intensify service delivery. A study to investigate change management from an African perspective referring specifically to Sub-Saharan Africa proved that including the indigenous ontologies based on 'ubuntu' in its execution can translate to sustainable change management within the sub-continent. The study concluded by emphasising that to successfully manage organisational change in Africa, the management principles have to embrace the modulations of their cultures because it is imperative for the African context (Mangaliso *et al.* 2021: 17).

A study conducted in Pakistan by Memona, Shahb and Khosoc (2020: 1537) to investigate the significance of corporate communication during an organisation's structural change across the telecommunication sector found that using the Kurt Lewin three-step model, effective communication (unfreezing) leads to the readiness of employees with change (moving) subsequently promoting employee engagement (refreezing). However, the Kurt Lewin model is often disparaged for being too simple, with not many details about every stage; the model offers little compromises to change once it begins, and the model focuses mostly on change; not about the employees of the organisation (Kukartsev *et al.* 2022: 1). Burnes (2004: 888) agrees by stating the Kurt Lewin model lacks accountability of the interaction for the society, organisation, groups and individuals, and fails to deal with the iterative and complex change process.

3.4.4 Mckinsey 7S Model

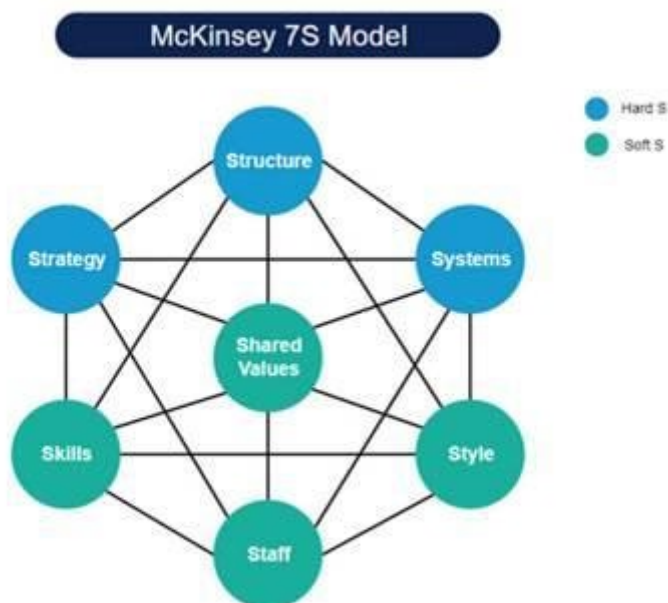


Figure 3.3 Mckinsey 7S Model

Source: Stanke (2024)

This model was developed in the late 1970s by Tom Peters and Robert Waterman. It has been used to diagnose the internal and external changes within the organisation (Channon and Caldart 2014: 1). According to Gechkova and Kaleeva (2020: 843) the 7 S model is common and applicable in the workplace, predominantly during organisational change or mergers. This model includes strategy, structure, systems, skills, staff, style, and shared volumes. In support, Mirbabaev and Ilkhamov (2018: 36) elucidate that the McKinsey 7 S model can be used in a variety of situations, particularly in examining how various parts of your organisation coordinate; for example, it can help you to determine the best angle of implementing a proposed strategy, or in enhancing organisational performance. This framework can be used in examining future organisational change, or in aligning processes and departments during an acquisition or merger.

Masilela and Nel (2021: 2) elucidate the McKinsey 7S model as a framework for gaining a rigorous analysis of the integration of systems and organisational functionality. Pospisil and Zavodna (2022: 52) define the McKinsey 7S model as an instrument for analysing and managing organisational change by observing seven key elements. This model is

formulated on organisational theory which avers that for an organisation to perform optimally, the seven components of structure, style, systems, skills, staff, strategy and shared values should be consolidated, organised and mutually reinforced to realise and sustain organisational synergy (Baishya 2015: 166-168).

The 7S model by McKinsey gained prominence in the professional and academic disciplines as a strategic planning mechanism because the model liberally indicates and illustrates how its seven elements are aligned and integrated synchronously to accomplish and maintain organisational effectiveness and efficiency (Suwanda and Nugroho 2022: 2). Furthermore, Chmielewska et al. (2022: 5) emphasise that the McKinsey 7S model accentuates that organisations must be circumspect that internal changes to one or more sections of the model will eventually influence the functioning of other areas within the model. Therefore, it is of paramount significance when organisations aim to effect strategic changes to their internal processes, functions and systems, it must scrutinise, contrast and compare how will the proposed changes negatively and positively influence the functionality of other areas before agreeing with the ultimate roll-out position selected by the management (Nejad, Behbodi and Ravanfar 2015: 50-51).

3.4.4.1 Hard factors of the McKinsey 7S model

According to Keček, Vuković and Balić (2023: 525), the hard factors or elements of the McKinsey 7S model are documented and easy to identify and analyse; and they involve the strategy, structure and systems of the organisation. The strategy of an organisation is a finely honed plan formulated by senior management of an organisation that aims to achieve a competitive advantage in the respective fraternity (Salah and Benschouiha 2022: 2166). The McKinsey 7S model suggests that the strategy of an organisation focuses on its vision; mission; objectives and goals; structure by management and a sound decision-making channel; feasibility and sustainable short and long-term plan of action; and the goals and objectives of the action plans.

Furthermore, strategy entails a well-devised business plan that enables the organisation to formulate an action plan for actualising sustainability that is reinforced by the

organisation's values and mission (Odeh 2021: 4). Chareanporn, Mingmalairaks and Jongsureyaphas (2020: 156) state that in 1980, Tom Waterman noted that the key to determining compatibility of the organisation's strategy with the McKinsey 7S model necessitates an analysis of how the organisation's strategy integrates, links and transitions with parts of the model and these elements resonate with the overall feasibility, production and functionality of the organisation.

Mukhamad et al. (2020: 134) delineate 'structure' as the organisation's disposition to carry out and discharge its roles functions and responsibilities. According to Ez-Zaouine, Elouidani and Hajar (2022: 9-10), the McKinsey 7S model explores structure by examining: the chart of the organisation and interconnections betwixt several functional activities of the department; hierarchical structures from all senior management, middle management and lower levels of management;

The conjunction of centralised decision-making structures as well as decentralised structures of decision-making; the combination of networked, pyramidal or matrix structures to symbiotically accomplish the objectives and goals of the organisation. The structures, lines and channels of communication between the different positions, levels and functions of the departments of organisations.

For organisations to be more interrelated and enhance their competitive advantage, it is imperative to structure them more wisely, by organising them in a manner that resonates with their markets and how they operate. This suggests the significance of allocating formal and informal tasks throughout the organisation (Laveneziana 2020: 13). Zincir and Tunç (2017: 111) state that systems are informal and formal daily procedures and activities that employees participate in to achieve organisational objectives.

Mamun et al. (2020: 2735) outline the systems of an organisation as the elements that explicate the functional flow of activities about the daily operations of an organisation's procedures, processes, routines, core functions, and support systems that are consolidated to guarantee the management and functionality of an organisation. According to Sukartini, Masfi, and Hidayat (2020: 4109), systems of organisations include human resources, communications and information technology, financial management systems, procurement, and transport. The authors further state effectiveness is

enhanced by the way systems mirror the state of an organisation because through these organisational systems key activities, information flows and all processes are carried out.

3.4.4.2 Soft Factors of the Mckinsey 7S Model

Style, staff, skills, and shared values are the soft factors of the McKinsey 7S model, and they are believed to be arduous to identify because these elements are constantly developing and changing the internal environment of an organisation Shpakov et al. (2021: 276). These elements are susceptible to the influence and determination of organisational employees, and the modus operandi of performing their work (Jollyta et al. 2021: 7). Therefore, it is sacrosanct that organisational management exerts hypervigilance when effecting changes to one or more of the staff factor elements of the McKinsey 7S model as they have an extensive impact and influence on this model (Hawari et al.: 215). In consonance with the McKinsey 7S model, style alludes to the culture of an organisation, and the two components of an organisation's culture or style are organisational management and management style (Subiyanto and Hatammimi 2023: 70).

Al Tamimi (2023: 5) defines organisational management opinions, beliefs, values, norms, and standards as factors that develop and become enormously present, active, and practiced in the organisation. These elements institute distinctive organisational features, social events, and the shaping of values across the whole structure of the organisation. The manager's style of management and organisational culture can be connected to the department of senior management and other managerial staff in realizing and preserving organisational goals and objectives; including their interaction with lower-ranking staff (Dodor 2023: 43).

According to Badi and Nasaj (2023: 11), organisational staff include job families that blossom as time progresses and also contribute significantly to the collective success of overall organisational goals and objectives. Aulia and Dewi (2023: 3530) state the McKinsey 7S model examines the following factors:

The number of employees an organisation has;

The internal recruitment procedures and processes that must be complied with;

The number of employees motivated and encouraged to perform at their prime; and
The manner of recognising and rewarding employees for their contributions and efforts towards achieving organisational objectives and goals.

The skills of an organisation's human resources include the distinguishing proficiencies of all staff members at all levels can provide to the organisation to make it idiosyncratically unique from its competitors through tendering new and undeveloped knowledge, capabilities and skills that result in the advancement, development and investment in staff development, skills and leadership skills (Masilela and Nel 2021: 3). Pospisil and Zavodna (2022: 57) support the notion of equality in the skills that both men and women can offer by claiming both sexes have a similar innovation potential. Fine, Sojo, and Lawford-Smith (2020: 39) disagree by asserting there are statistically significant findings of dissimilarities in the skills of men and women. Many studies indicate women lack managerial competence and technical competence (Begeny et al. 2020: 11).

According to a study from India, there are fundamental abilities and skills that all organisational members should possess. They are leadership, creativity, initiative-taking, emotional intelligence, networking, managerial skills, opportunity recognition, social skills, and teamwork (Jaiswal, Arun and Varma 2022: 1184). Danielle and Masilela (2020: 35) emphasise the sacrosanct role of government programs should be prepared professionally in a manner that strengthens both hard and soft skills. Though to a certain degree undervalued, requisite soft skills and technical abilities are key to creating a productive and supportive work environment Magano et al. (2020: 3).

Organisational shared values involve elements that function as the conscience of the organisation and offer managerial staff and employees guidance in situations of turmoil and crises to successfully overcome internal challenges (Furkon and Prasojo 2021: 112). Lott (2022: 22) delineated shared values as practices, principles, themes, and concepts that are known as the foundational building blocks where an organisation is firmly built. According to McCormack et al. (2022: 4), when looking at shared values, most studies emphasise their significance of necessity in business, which correlates with the general knowledge of the issue of the issue of shared values in organisations and businesses.

This correlates with the McKinsey 7S model, looking at shared values as superordinate gods that determine the destiny of an organisation (Paudel and Sharma 2020: 41).

A study to assess the utility of Integrated Marketing Solutions to address the current business challenges using the McKinsey 7S model aspects for future development in Indonesia found positive results about the strategy and structure elements, though staff, skill, style, and system elements were satisfactory, some improvements are necessary because interviewees still furnished negative responses, and shared values still had to be improved because they were yet to be implemented (Subiyanto and Hatammimi 2023: 75).

A study by Al Tamimi (2023: 17) to monitor and analyse performance associated with the change of an emerging company called Baly Iraq using the McKinsey 7S model proved the factors and sub-factors of the model are structured qualitatively, may be individually evaluated, and the unified strategy of the McKinsey 7S model can be utilised to evaluate the success of the firm. The study further demonstrated that the 7S model benefits when multi-criteria decision-making strategies are applied, and the McKinsey 7S framework models are the most efficacious frameworks for determining the functionality of an organisation's performance.

A study that sought to point out the contemporary conditions of social entrepreneurship tests they face to warrant their sustainability from a comprehensive management perspective in four social enterprises pointed out that all the elements of the McKinsey 7S model should be aligned with each other for an enterprise to achieve efficient performance because a gap in one element adversely affects the other six elements and will hinder the enterprises' ability to obtain effective and efficient performance as well as competitive advantage (Yahya and Fitriyani 2023: 229). Figure 3.4 shows the Kotler change management model.

3.4.5 Kotler's Change Management Model

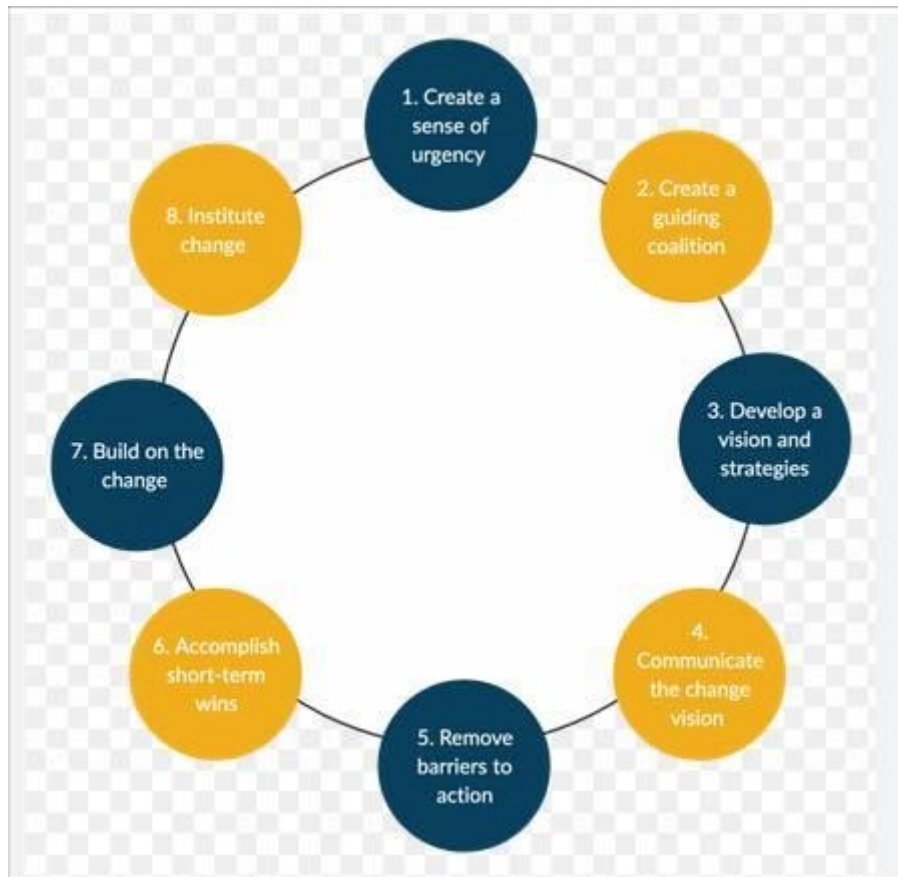


Figure 3.4 Kotler's Change Management Model

Available at: (*The easy guide to Kotter's 8 step change model 2023*)

John Paul Kotter is an admired innovator in leadership, business, and change spheres. According to Rajan and Ganesan (2017: 184), John Paul Kotter developed a model that can be used strategically to change the vision of an organisation and subsequently transform it. The authors further stress the significance of transforming organisations timeously and ensuring that the change is accepted and driven by people. In 1996, Kotter published a book 'Leading change' encapsulating eight critical strategies for organisational change management. Kotter delineated these eight steps that aid the organisations to escape death and survive as establishing a sense of urgency, building powerful guiding coalitions, getting the vision correct, communicating the vision effectively, getting things moving, focusing on short-term goals, persistent and

institutionalizing new approaches (Allgood *et al.* 2020: 214). Kotter's model consists of eight strategic steps for implementing change (Small *et al.* 2016: 305).

Many scholars consider the Kotter 8-step change management model as one of the most known and effective organisational change management models (Sittrop and Crosthwaite 2021: 3). It is underpinned by the attraction of the interest of the workforce to support organisational changes, which is crucial for efficient implementation (Haas *et al.* 2020: 67). According to Pollack and Pollack (2015: 54), change management agents have to support the proposed changes to make them compelling. Grenway (2021: 91) emphasise the inherent significance of this model by stating it hasn't been invalidated since its founding in the 1990s. Onia (2022: 1150) highlights that Kotter expanded in 1996 after his first publication known as "Leading Change" and he stressed his blueprint in his following published literature. McLaren, van der Hoorn and Fein (2023: 94) state that Kotter's change model is a simplified guide that is pragmatic and user-friendly to effect transformation in organisations and companies.

As Waghid (2023: 7) asseverate Kotter's change management model leads to the implementation of carefully planned changes. Kotter perceived the significance of carefully planning changes when he conducted studies on the way successful companies implemented change (Harrison *et al.* 2021b: 86). According to Lindsay (2023: 16), Kotter promoted that a leader should enable suitable change for a globally competitive and prosperous organisation. Chinniah, Taylor and Proches (2023: 102) state Kotter's research culminated in the existence of a model that includes eight steps for effecting change found in his scrutinization of unsuccessful change implementation which vouchsafed the apposite factors for organisational change implementation.

Graves *et al.* (2023: 136-137) and (Laig and Abocejo 2021) outlined the following eight important steps for implementing organisational change and enhancing the potential for achieving meaningful change:

- The first step is creating urgent reactions. The communication between people, "We need to take this direction, we need to implement these changes, let us begin the change process".

- The second step is forming a team to give guidance. Creating a group that is strong enough to implement a big change is imperative, and this group should function systematically.
- The third step is outlining strategic intent. The guiding team creates suitable visions and strategies for change endeavour.
- The fourth step is communicating for buy-in. People begin buying into the proposed change, and this is apparent in their conduct.
- The fifth step is empowerment for action. Additional personnel feel authorised to act and their actions are guided by the vision.
- The sixth step is creating short-term wins. As the workforce tries to fulfill the vision, momentum builds, whilst resisting change becomes lesser and lesser.
- The seventh step is not letting up. The vision is eventually achieved posterior to staff making wave after wave of changes.
- The final step is reinforcing effective changes. New and unwanted behaviour prevails despite the turnover of change leaders and the pull of tradition.

Chinniah, Taylor and Proches (2023: 107) endorse Kotter's model as a key resource in facilitating and managing change. Furthermore, the Kotter eight-step model was vastly applicable and relevant in facilitating change when the author conducted a study on how the workforce in a logistics company in Durban, South Africa transformed from a manual to an automated process, to control short shelf-life inventory stock; where the author found that reverse logistics needs to be learned and monitored. Thus, automation is required for reverse logistics; and proof of delivery automation and real-time visibility will also enable the organisation's visibility of credits; failed deliveries rejection and rejection of products; and any other disparities in real-time. This will also influence the debtors' control of the organisation.

A study by Al Owad *et al.* (2023: 25) that sought to integrate the Lean Six Sigma (LSS) framework with the Kotter change management model to develop an integrated framework that will advance LSS deployment in emergency health services found that it would be difficult to adopt this framework in its current state in healthcare organisations situated in other countries. However, the authors further state healthcare practitioners

can utilise the similar methodological steps used in this study to develop new frameworks for their regions.

A study by Chebbi *et al.* (2020: 8) aimed to understand tools and mechanisms that top managers could utilise to include internal stakeholders during a change process to espouse the corporate entrepreneurship strategy where findings were realized using the context of stakeholder theory and Kotter's change management highlighted the significant role that internal stakeholders play in the organisational change process; furthermore, it is fundamental to have an organisation-wide internal strategy that can assist employees to fathom the necessity of the proposed change and integrate them towards adopting shared goals. The authors further stressed that organisational change cannot be guaranteed unless management focuses on various intangible organisational aspects, for example, corporate values, organisational culture, human capital, and workforce morale.

A study by Sittrop and Crosthwaite (2021: 2) to implement Customer Relationship Management (CRM) systems concerning change management associated with business risks also sought how to best the change goal and minimise risks, with the adoption of the Kotter eight-stage change model showed that whilst there was success with the implementation of the Kotter change model, it could have been better if the competencies that were identified to be necessary in this study were considered and included prior and during the change journey. Furthermore, the authors add that their study fills the gap by identifying, defining, and describing pertinent competencies in managing the change process better whilst mitigating risk. Sittrop and Crosthwaite (2021: 14) identified the top five competencies as communication of strategy; vision and success; creating consequential from the data; delivering discernible perks through the business process; leadership abilities with collaboration and teamwork; and technical proficiencies.

3.4.6 Kubler-Ross change model

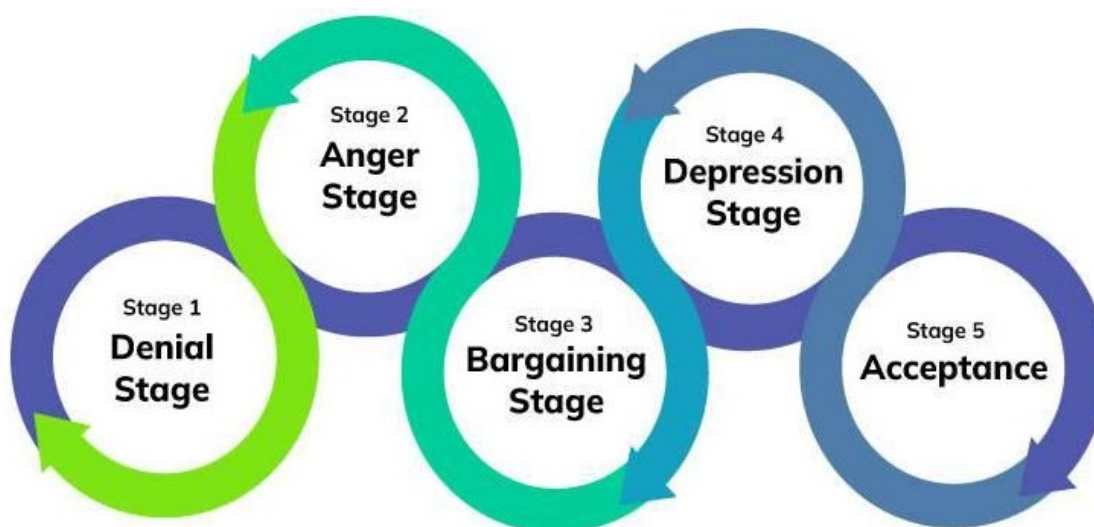


Figure 3.5 Kubler-Ross change model

Available at: (Miller 2022)

According to Sacheva (2009: 6), the Kubler-Ross model was developed by Elisabeth Kubler-Ross in the 1960s, as a five-stage process of dealing with grief and tragedy. The authors delineated these stages as denial, anger, bargaining, depression, and acceptance. This model remains significant in the workplace as Okemba (2018: 33) states that it is commonly used to predict the shift performance of employees upon receiving information related to change within the organisation.

In support, Hourani, Abdallah and Tamimi (2019: 943) affirm that the Kubler-Ross stages represent a variety of employees' feelings during organisational change management, and they are denial, anger, bargaining, depression, and acceptance. However, despite the cardinal influence of this model, it has been arraigned by scholars. Corr (2020: 299) argues that the Kubler-Ross model is a deficit of empirical research. The author further highlights the views of Tara Kuther (2017) who feels that the Kubler-Ross model lacks empirical research and evidence that various phases depended on to approve the model. Peña-Vargas, Armaiz-Peña and Castro-Figueroa (2021: 2) hold a similar view as they feel that the Kubler-Ross model is poor in consistency and validity that concerns the linearity of its stages, deeming it to be outdated.

The physician, Dr Elisabeth Kubler-Ross, designed this model by observing terminally-ill patients and their relatives where she found that they experienced similar emotions during bereavement (Abebe, Bakombo and Konkle 2023: 2). However, Yoade *et al.* (2020: 3) state the Kubler-Ross model can have up to seven stages; which are shock, denial, frustration, depression, experimentation, decision, and integration. Abebe, Bakombo and Konkle (2023: 3) employed the Kubler-Ross model in a study to analyse how change and loss during the coronavirus pandemic affected the mental health and self-rated stress of Canadians, and their findings demonstrated that the Canadian government was not effective in containing the virus; however, more Canadians were able to adjust to the changes by maintaining excellent or good mental health, despite needing more support in more vulnerable communities.

Tarnoff, Bostwick and Barnes (2021: 177) recommend selecting this model to determine sentiments that individuals undergo when expecting change whilst providing a model of progression towards the unification with change. This is essential in assisting researchers to determine the efficacy of change management strategies and use the responses of participants to amortize stress and advance superior adaptation to change in the future. Hussain (2022: 2) states this model is critical in analysing change during unfavorable circumstances and settings. Yoade *et al.* (2020: 4) state the Kubler-Ross model examines the emotional processing of death the linear thinking patients undergo when facing grief and the concept of death. Though it seems challenging, organisational change leaders identified a correlation between behaviours exhibited by staff who are subject to change in the workplace and the Kubler-Ross model (Dadfar and Lester 2020: 294).

The Kubler-Ross model is robust and it aids in determining personal transition and understanding change (Mortazavi *et al.* 2020: 226). Despite being associated with human reaction to grief, it is relevant to change in organisations and individuals. Kubler-Ross model is used by managers to gauge how employees and managers respond to change initiatives and give direction to tackling the way they respond to change (Kathomi, Murage and Thuku 2022: 34). According to Wang and Wang (2021: 80) business practitioners refer to the Kubler-Ross model as the cure for change, and they expound it according to the following:

- Shock, surprise, fear, and uncertainty are the first reactions that are displayed by individuals when change materializes. These can be mitigated by early communication which reduces the shock effect by respecting how work was performed in the past, acknowledging employees' feelings, and empathising with their worries (Kolbergyté and Dromantaité 2022: 8).
- Denial induces resistance to the proposed changes and a burst of defensive energy is likely to manifest. It is critical to communicate logically, explaining the reasons for change and how it will improve the organisation and employees (Flynn 2020: 3).
- Anger or blame precipitates frustration, irritation, and anxiety, and phrases such as "it is not fair" will be common. It is critical to defuse the anger of employees by building two-way communication channels and listening with empathy (Jaskara and Permana 2022: 6).
- Bargaining and self-blame are where people try to avert or delay change. Personal support assistance options and support strategies are vital to mitigate this phase (Nguyen 2023: 55).
- Depression induces a lack of focus and sadness, and this is the lowest point of morale, energy and performance. Support structures, active listening and empathy are the leading solutions in this phase (Peña-Vargas, Armaiz-Peña and Castro-Figueroa 2021: 2).
- Acceptance is where people begin to embrace change and understand its benefits. It is vital to ensure that you only maintain and improve this phase using strategies such as public recognition or giving rewards (Lukianov *et al.* 2020: 38).
- Problem-solving is where people endeavour new strategies to integrate change in their new ways. Engaging and supporting team members and individuals with their new solutions will enhance change (Tamlyn and Downe-Wamboldt 1997: 186).

Grief is pure reaction and reciprocation to loss when individuals encounter emotional suffering of someone or something the individual values or has high hopes upon is taken away from them (Choliq *et al.* 2023: 44). Loss can be classified as either abstract or physical, whereby the abstract loss is analogous to aspects of the person's social interaction, whereas physical loss is analogous to something the person can measure or touch (Vasilikaris 2022: 158). The Kubler-Ross model stages are not meant to be

chronological or complete, meaning there is no defined sequence that people are to experience. That is to say, a person experiencing is not necessarily expected to go through all five or seven stages, and there is no particular prescribed order for going through these stages (Avis, Stroebe and Schut 2021: 2). When Elisabeth Kubler-Ross at first administered these stages to people suffering from terminal illness, she did not jettison the prospect of using this model to any type of catastrophic personal loss, in this instance, an emotional loss of expectations (Lim 2013: 12).

A study by Romadona and Setiawan (2021: 168) aimed to present an empirical study of change that arises in research and development organisations' depression stage of the Kubler-Ross model using the grief cycle analysis, where a variety of documents and aspects from preceding research were used to analyse the shared phenomena of the grief cycle affiliated with organisational changes in the research and development centre, found that the organisation was not prepared to tackle changes resulting from hardships of certain workers. The empirical evidence of the grief cycle analysis revealed that time and habituation significantly influence the organisation's members to accept changes in research and development organisations.

The study by Wladar (2022: 18-19), proved there exists a positive correlation between negative emotions and lack of a change vision; when the change vision is not properly understood, it creates strong negative emotions. The authors further highlight that the study did not find a significant correlation between the emotions and the perception of the change communication, which was contrary to the literature review of the study. A study to examine the presentation of the Kubler-Ross model on the Internet focused on the prominence of the model. Using twelve websites, the analysis demonstrated the low criticalness of the model because sites usually neglect evaluative commentary and include definitive statements. The authors concluded that the presentation is deceptive because it is uncritical and a definitive portrayal of the model may create a notion that going through these stages is the only way to grieve, and this may boast adverse consequences for bereaved persons.

Furthermore, some cites in the sample of the study found fault with the model by highlighting that it is potentially harmful because it lacks scientific evidence and is not

well-represented (Avis, Stroebe and Schut 2021: 9). Reviewers have also emphasised that the Kubler-Ross model is purely descriptive and lacks explanatory power, for example understanding the drawbacks in grieving (Rozalski, Holland and Neimeyer 2017: 14). Clinicians and researchers have censured the Kubler-Ross model. For example, Silver and Wortman (2007: 2692) expound a false belief in the stage model may lead to noxious repercussions because it may shepherd the bereaved to believe they are failing to cope appropriately, and can result in ineffectual support provisioned by their social network members as well as potentially harmful and unhelpful responses by the healthcare professionals.

3.5 RESISTANCE TO CHANGE

Since the unfolding of globalization, change has become a prominent aspect in many organisations; just as it has in human life (Mansaray 2019: 24). However, humans struggle to embrace change because at times it moves them away from their comfort zones, which at times transforms their lives and make them very much distressing (Moradi *et al.* 2021: 173). Li *et al.* (2021: 2) opined that notwithstanding the genesis of organismal change, it is to be expected that implementing the change may be reliant on organisational leadership, culture, and communication styles. The author further argued that the aftermath of organisational change can predictably create new beliefs and practices that may be incongruous with those previously held, which may be to a great extent the reason for resistance.

The results of a survey of 1536 executives of a wide range of change initiatives proved that 30% were of the view that they donated to the sustained improvement of organisations and only 38% thought these change initiatives were successful (Erwin and Garman 2010: 39). Errida and Lotfi (2021: 6) state that resistance to change is ordinarily cited as an explanation for problems associated with implementing and failure of change initiatives. Nilsen *et al.* (2020: 4) hold a similar view by stating resistance to organisational change impedes organisational expansion and growth due to its adverse reverberations. Though change is effected to improve organisations to attune to constantly changing environmental state of affairs and remain competitive, employees frequently resist change efforts and respond negatively towards it. Hayajneh *et al.* (2021: 318) agree by

pointing out that resistance to organisational change has become a reiterative theme in the literature on change management. The negative reactions are mostly due to change bringing with it stress, increased pressure, and uncertainty for employees (Boohene and Williams 2012: 135).

According to Hillmann and Guenther (2021: 8), change is defined as contingent on the adopted theoretical viewpoint; which can be identified as a conventional literature of change management and critical change management perspectives. The shared core assumptions indicate that the conventional viewpoint deems change as vital; stability is bad and change is good. Therefore, change should be controlled and managed (Reinholz and Andrews 2020: 2). However, according to the critical perspectives on change management, stability denotes unnoticed change, which can be good at times (Grillitsch and Sotarauta 2020: 705). In the conventional literature of change management, resistance to change is routinely noticed as the collateral damage of change events; furthermore, resistance to change can possess several poles apart appearances varying from withdrawal, foot-dragging, whistleblowing, material sabotage, symbolic sabotage, strikes, and working to rule (Peng *et al.* 2021: 373).

Jung, Kang and Choi (2020: 6) suggest that organisational change is unavoidable and desirable, consequently, people will only resist it if it's unreasonably presented to them. Therefore, the outlining of change should consider managing and overcoming resistance. Groves (2020: 36) espied that themes 'power and discourse' dominate the debate when resistance to change is discussed in the critical change management literature. As a result, the power theme tallies resistance to change to unequal power relations. Authors of critical change management theory indicated that the conventional change management theory side steps power by using toned-down views such as empowerment, governance, and leadership (Friedman and Ormiston 2022: 5). The authors further highlight the significance of not disregarding the social realities of power by suggesting the focus should be on power dynamics to enable contrasting views on resistance to change to be revealed.

The organisational discourse theme provides an alternative approach that has become an essential practical position for examining organisational change management and

resistance. Choi and Chandler (2020: 3) define organisational discourse as the structured collection of texts practiced through writing and talking that establishes organisationally related objects because these texts are produced consumed and disseminated. According to Syakur *et al.* (2020: 1326), organisational communication is a combination of formal (for example public discourse and meetings) and informal (for example sub-public discourse and tea breaks) settings, therefore organisational language is viewed as a vehicle that constructs meaning rather than just a medium for constructing information.

Men, Yue and Liu (2020: 4) believe that failure of change initiatives leads to resistance to change, for this reason, it is sacrosanct to know the distinction or the relationship between resistance and readiness to change, which is paramount when dealing with organisational change. Ik and Azeez (2020: 38) delineated resistance and readiness as not opposites, but instead as both representing complex states that are impacted by several organisational and individual factors. This determination briefly explicates the reason individuals resist change, how to manage individuals' resistance to change, and ways of creating readiness for change as will be explained in terms of resistance and readiness for change.

Employees do not just resist change as such, they resist the unknown or the proposed implementation seeming infeasible from the employees' vantage point (Hay, Parker and Luksyte 2021: 186). Flood, Dragiewicz and Pease (2021: 394) concur by stating change is disruptive and it awakes fear about the unknown and future that many individuals resist, as a result, organisational change efforts face regular resistance despite the rational and positive nature of the proposed change initiatives. They further say at times managers are aware of these facts but have no opportunity to evaluate these state of affairs before implementing organisational change, and nor do they have time to contemplate the initiatives and causes of employee resistance.

According to Elliott (2020: 278), many change situations tend to make employees think they are on the verge of losing things they cherish, thus concentrating on their interests, rather than the needs of the organisation. Cimini *et al.* (2020: 12) state employees will resist when they do not fathom the change implications and will be of the view they are

benefiting less than their efforts. Meyer, Jonas and Roth (2020: 24) assert the urgency of managing and dealing with resistance when it is recognised.

When Dent and Goldberg (1999: 39) reviewed their theory, they discovered common strategies for dealing with resistance to change which include employees' participation, education, negotiation, manipulation, facilitation, coercion, or discussions. Similarly, Erwin and Garman (2010: 51) also conducted an in-depth study on how change agents and managers can effectively manage and deal with employees' resistance. They noticed that change agents and managers must give special attention to resistance to change to formulate strategies for dealing with it. In addition, they need to impart analytical support to enhance trust and understanding of the requirements and need for change. The situational review of (Bareil, Savoie and Meunier 2007: 22) suggests resistance to change is a variable that depends on the status quo of the change; the responses of employees will vary to different changes. In many instances, resistance to change is determined by the degree to which the process and content of change are desirable and suitable for individual employees in a given context.

Managing resistance during the organisational change process requires proactive planning and reactive intersections. It can be extremely difficult to rely solely on resistance when managing change and can always yield unfavourable results Mathews and Linski (2016: 967). Repovš, Drnovšek and Kaše (2019: 311) recommend having a proactive resistance management strategy in place that includes methodically establishing root causes and the manifestation of resistance where identified issues can be mitigated or possibly eliminated before they surface (Moonieya 2013: 44-45).

Prib and Gromova (2019: 171) label overt resistance as the open expressive conduct of resisting change and covert resistance as the concealed conduct of resisting change. Visible and overt resistance is conspicuous to others and the resistor's identity is known. Whilst Smollan (2011: 832) states covert resistance may be concealed by complying overtly with certain aspects of the proposed change, deceiving leaders into being convinced that the change has been embraced.

Mousa, Massoud and Ayoubi (2019: 11) equated active resistance to overt resistance by highlighting that active resistance is visible or overt and may manifest in forms of categorical rebellion or refusal, or it may manifest in queries, complaints, and counter-suggestions. The authors further likened passive to covert resistance by stating that passive resistance is invisible and may manifest in the voicing of light opposing points of view, reluctant compliance, and submissive collaboration. While many are of the view that it should be the discipline of insightful or highly trained observers to contrast rational and irrational change reactions, it is often those who are implementing or initiating that deem others resistant or rational when their resistance is backed by logical argument, and irrational is felt or expressed in various behavioural forms (Oreg and Berson 2019: 286). Tziamali (2022: 7) views forms of unconscious resistance as maladaptive and irrational ways of coping with change.

Who resists organisational change, and why is a stereotype that adds to an unbalanced but contested confabulation because managers at all levels may resist change, employees at all levels may resist change; individuals, departments, decisions, and organisations may also resist change (Khaw *et al.* 2023: 19153). Ultimately, resistance to change is a term whose meaning is developed by an individual actor to prove that another is averse to change. Furthermore, (Rass *et al.* 2023) emphasise that cultural supposition exists in all forms of organisational life and it is critically important for organisations since it impacts organisational life.

3.6 ORGANISATIONAL CULTURE ON CHANGE

Rashid, Sambasivan and Rahman (2004: 174) defined organisational culture as the combination of artifacts, beliefs, values, and basic suppositions that employees share about appropriate organisational behaviour. Bagga, Gera and Haque (2023: 122) define culture as a model of basic beliefs that groups invent, discover, or develop in learning to survive its challenges of internal integration and external adaptation, and that can function sufficiently to be considered suitable; and therefore to be taught to new employees as the right way to think, perceive and feel about those challenges. Definitions of culture vary, however, organisational culture has been observed as holistic socially, socially constructed, and historically determined. Furthermore, culture includes behaviour and

beliefs that exist at different levels, and extensive characteristics of organisational life (Akanji *et al.* 2020: 4). Ashok *et al.* (2021: 10) hold a similar view by stating organisational culture refers to a set of shared beliefs, values, practices, and assumptions that guide and shape the behaviour and attitudes of organisational members. Frémeaux, Grevin and Sferrazzo (2023: 10) catalogued the culture of an organisation based on two dimensions sociability and solidarity.

Niemann and Kotze (2006: 611) define sociability as the congeniality in relationships between employees in an organisation through shared values, interests, ideas, and friendships; which encourages synchronisation that enhances the synergy of all employees (Dasgupta and Dey 2021: 90). Alternatively, solidarity is the employees' propensity to hunt shared goals, effectively and efficiently for the benefit of the organisation with very little regard on the impact on individuals and their relations (Spicer 2020: 1739). According to Morgan and Pulignano (2020: 19), solidarity is propitious in the sense that it transforms single-minded ambitions into organisational missions and goals, and unwillingness to accept change to rapid response to environmental changes. High solidarity organisations are underpinned by high levels of trust, where employees are treated fairly, and based on merit, thus resulting in loyalty and commitment to the organisation (Hogan 2020: 2).

When the dimensions of sociability and solidarity are linked, it results in the creation of four main cultures known communal, fragmented, networked, and mercenary cultures (Swaine 2021: 15). According to Peña-Torres and Reina-Rozo (2022: 4) a communal organisation with high solidarity and high sociability is an archetypal advanced, microscale and rapidly growing enterprise, where employees are propelled by shared goals; whilst simultaneously connected by strong social bonds. Fragmented organisations look dysfunctional because the low sociability and low solidarity of this organisational culture appear to leave it ungovernable and rudderless (Kujala, Lehtimäki and Pučétaité 2016: 705).

The networked organisation holds a culture of high sociability and low solidarity. The high sociability is apparent from recurring water-cooler talks, employees having lunch together, and spending time in social gatherings and activities away from the workplace (Cavaness

et al. 2020: 199). Lastly, mercenary organisations with high solidarity and low sociability concentrate on strategy and succeeding in the marketplace, furthermore, mercenary organisations possess perspicuous priorities and respond swiftly to external events those who fail to comply with the organisational performance standards are exhorted to quit if it is evident that they will never improve (Suherwan, Fitria and Martha 2021: 1420).

According to Paais and Pattiruhu (2020: 578), a significant number of previous studies indicate that organisational culture influences organisational performance, and also influences organisational changes. Organisational culture involves the various conventions, norms, and values that influence the way employees think, behave, and act (Ouchi and Wilkins 1985: 458). Wallach (1983: 30) created the earliest tools for evaluating organisational culture, including the three facets of innovative, bureaucratic, and supportive features. Khan *et al.* (2020: 656) defined each type in connection with thinking, attitudes, and behaviours. Innovation is deemed as task, creativity, and risk orientation; bureaucracy is viewed as being hierarchy-oriented with top-drawer regulations and procedures; and supportiveness is considered to be relationship orientation, collaboration, and trust between employers and employees.

The type of culture that is shared by most organisational members usually determines how the organisation relates to its external and internal environment in searching for solutions to organisational concerns such as the organisational change process (Joseph and Kibera 2019: 3). However, if we have a desire of positively changing the culture, we have to understand how it was created. According to Muithya and Muathe (2020: 16), to successfully change organisational culture, the point of departure should assess the status quo instead of coming up with a specific idea in mind. Furthermore, Mudanya and Oloko (2022: 3) suggest that it is not wise to begin changing organisational culture by stating that the existing culture is completely dysfunctional, because some existing habits may seem dysfunctional but be more viable in enhancing current cultural strengths when they are thoroughly examined.

Cameron and Green (2009: 259) recommend the following steps to achieve successful cultural change:

- The correct linking to the vision, mission, and objectives of the organisation.

- Creating a feeling of urgency and constantly stiffening the need to change.
- The adequate and efficient management of stakeholder issues.
- Remember that the 'what and how' are equally important.
- Construct on the old, then step into the new.
- Generate mechanisms that will enable change.
- Leading by example.
- Creating a community of flexible and focused leaders; and
- Being firm on collective ownership changes.

It is sacrosanct to support all managers and staff when changing organisational culture to ensure that the organisation achieves focus, effectiveness, and efficiency; furthermore, all these changes have to be communicated clearly and they must also be followed through necessary skills development and induction (Asatiani *et al.* 2021: 65). Yin and Mahrous (2022: 88) concur by stating a communal organisational culture is created by organisations where people work together, spend weekends together, and live together.

Brosig (2020: 173) expounds that a fragmented organisational culture's sociability and solidarity are always due to the disconnect of employees, and they have no desire to reconcile their differences to form mutual and common ground. However, Sarhan *et al.* (2020: 185) assert fragmented organisations recognise individual performances by enhancing the growth of the organisation because this type of organisation produces excellent results but managers should be wary of negative expressions of dissolution because of low solidarity and low sociability may lead to unstable organisational outcomes.

Croxatto, Hogendoorn and Petersen (2020: 2) highlight that a networked culture is marked by employees who know and like each other, whereby friendships are made in the organisation or working environment. However, the authors caution that people who are not used to high sociability degrees may be unsettled by networked cultures. Alyami (2022: 48) also states that mercenary organisational culture is the antithesis of networked culture and stands for the prevalent culture of most organisations; furthermore, there is a

strong agreement in connection to organisational goals due to high solidarity, ruthlessness, and restlessness.

3.7 INFORMATION TECHNOLOGY AND CHANGE

Information technology (IT) has become a critical aspect in today's environment as many private sector organisations and government departments spend significantly to ensure that their technological systems operate effectively and efficiently (Yusif, Hafeez-Baig and Soar 2022: 280). However, organisations are still to realize their objectives when they embark on IT-based change despite the tremendous sophistication and constant improvement of IT systems (Sensuse *et al.* 2020: 250).

According to Nachrowi, Nurhadryani and Sukoco (2020: 766), the role of effective change management of IT systems is to avert the unplanned ramifications and guarantee that alterations or changes to systems and processes are accomplished according to an approved model or framework. Whilst Cresswell, Williams and Sheikh (2020: 3) delineated managing IT-based change as the practice structured to lessen disruptions to IT systems and services. IT's ability to improve productivity and efficiency yields positive dividends in the operating costs and production, furthermore, increased productivity denotes increased output and more efficiency indicates that the output was achieved with less effort and less cost of production (Arshad *et al.* 2021: 6389).

It is important to look at how technology has transformed the role of management. Samimi (2020: 130-131) states technological changes will bring about changes to the fundamental functions of management. The authors further state technological changes increase the responsibility of management for organisational outcomes which adds emphasis on decision-making, planning, control, and coordination. IT is critical in the mitigation of risks, as (Kamal, Zhang and Akbar 2020: 265) elucidate that implementing technology includes risks, for example, data security issues, unforeseen technical problems or integration challenges. Furthermore, change management gauges these risks and evolves strategies for mitigating them, thus reducing the probability of project failure. Installing new software on a laptop or new printer are example of change

management in IT, and these changes have to be effected via relevant change processes before being approved and implemented (Imene and Imhanzenobe 2020: 50).

Wiedenhöft, Luciano and Pereira (2020: 1488) assert that IT change management yields faster, easier, more effective communication and better information access, and enhances the flexibility of employee duties. Whereas, Khalil and Belitski (2020: 5) state the long-term decline of poverty in recent years stems from increased productivity arising from technological changes. The authors further highlight that access to sanitation, clean water, energy, and electricity that was forged by IT-based changes has transformed the lives of billions. When we look at aspects of our lives, technology has significantly transformed the way we operate and behave, from transport and communication to connectivity and healthcare. Technology has evolved our lives for their betterment, and the greatest part is that it is continuously changing in an advanced and facilitating manner (Bagga, Gera and Haque 2023: 122).

According to Tubagus *et al.* (2023: 449), the appropriate management of technological change in learning improves student engagement by assisting them to retain information; accommodates manifold learning styles; promotes collaboration; provides instantaneous feedback for educators; and prepares students for the future. For IT change management to succeed, Kilag *et al.* (2023: 37) recommend that the organisation be more proactive and less reactive, stick to the deadlines they have set, involve different types of employees in the stages of inception, communicate effectively and efficiently, and trust its IT stations and that of its partners. Munir and Djaelani (2022: 54) suggest that technological changes should be aligned with the essential components of change management which are known as leadership, alignment, stakeholder engagement, communication, readiness and change impact, training, and organisation design. It is essential to identify the need for change, plan for change, and include employees when planning for change before arriving at the final decision of which IT changes to adopt (Saldanha, Lee and Mithas 2020: 1262).

Bushe and Lewis (2023: 177) assert the significance of a change management team, where change managers are accountable for managing all types of IT changes by assessing the impact of the requests they have prioritized and rejecting or accepting the

changes. The authors further highlight that the change management team should document change plans and the change management process. Despite all the favourable benefits associated with IT changes, it is fundamental to be circumspect of all challenges facing change in technology such as the continuation of cybersecurity threats, the widening skills gap, privacy and data protection, disaster recovery and business continuity, increased agility of the work environment, selling solutions and innovation, and supporting remote work and infrastructure (Sovacool, Baum and Low 2023: 840).

However, Litvinenko (2020: 1521) recommends the significance of developing strategies for overcoming IT-related challenges. To use technology productively to better workplace productivity, it is important to use the application of group chats, oversee projects thoroughly, track employee times correctly, use software such as cloud to store files, ensure the accessibility of company devices, make daily tasks more comprehensible and creating an environment that is underpinned by strong collaboration. As Tiwari and Raman (2022: 2) emphasise, the key to having successful IT change management initiatives lies in having effective leaders that do not only welcome change but also lead their followers effectively through it. IT change leaders must always be flexible and ready to recognise the need for change because IT change is not predictable and it can occur at any time.

3.8 COMPLEX CHANGE

Outsourcing cultural change problems, restructuring programmes, strategic-led change, and mergers and acquisitions, principally when they involve numerous people, can all be viewed as complex changes (Hay, Parker and Luksyte 2021: 181). According to Harrison *et al.* (2021a: 86), these changes involve many individuals, areas of focus, layers of activity and so many other factors that cannot be preconceived to be planned for understanding the concept of complexity has numerous advantages since leaders of today's organisations are usually trained to think analytically and rationally (Machado *et al.* 2021: 171). Existing mainstream management thinking is based on a combination of cognitive psychology that focuses on motivational behaviour and goals, together with scientific methods designed to organize and map out tasks, for example, project management or process engineering (Grewatsch, Kennedy and Bansal 2023: 723).

When managers start understanding the functioning of the complex process, they can reduce overmanaging and start to begin to focus on various needs they should be fulfilling as leaders who inspire creative and healthy change (Heino *et al.* 2021: 3).

According to Benbya *et al.* (2020: 3), complexity science is divided from the scientific world and applied to organisations in an endeavour to be cognisant and elucidate the practices of large systems. Cameron and Green (2009: 312) state there is no formal definition for complexity science in the organisational context, nor indeed the best way of applying it in an organisation. This discipline often refers to larger systems as complex adaptive systems. Siegenfeld and Bar-Yam (2020: 3) elucidate complex adaptive systems as those that consist of interconnected elements and have the potential to change and learn from experience. Complexity science collects theories and seeks to expound how those systems function.

This field of science is diverse, and obtains ideas from other numerous science areas, for example, fields of microbiology and neurology (van Rooij and Baggio 2021: 684). According to Windschitl (2004: 482), examples of such large complex systems are the human body and its immune system, the brain communities, and the stock markets. Stroink (2020: 3) delineates the most intriguing features of complex adaptive systems to those who research them in the human social organisation setting as their capacity to produce coherence, transformation, and continuity in the absence of any nominated designer or external blueprint.

Regulating a complex adaptive system is exceedingly dispersed and decentralised, and the performance of the entire system gives the impression of emerging from competition and cooperation among the system's local agents, contiguous with sensitivity to dampening or amplifying feedback. Therefore, even when a chunk of the system malfunctions, the system will continue to function normally, and the human brain in the field of biology is a good example (Spies and Alff 2020: 4). A study of the behaviour of computer-simulated complex networks conducted by scientists at the Santa Fe Institute in New Mexico identified the following six complex system characteristics (Shine 2021: 3):

- Central control does not exist;
- There is an innate fundamental structure within the system;
- The system provides feedback;
- There is nonlinearity; cause and effect do not determine the way things happen;
- Emergence without planned intent is an outcome of the system; and
- The system is incapable of being diminished; meaning you cannot understand the behaviour of the system by just observing one part. It is important to instead observe a representative piece of all parts.

According to Braithwaite *et al.* (2018: 3), complexity science positively influenced the upgrading of the systemic views of organisations, for example, the concept of a learning organisation. Scholtens *et al.* (2021: 539) identified the four basic assumptions of systemic consultancy that translate the principles of complexity used in organisational work:

- Organisations are not like trivial machines. They can neither be completely understood nor controlled because they don't simply work at the push of a button.
- Organisations are always constantly reproducing themselves and repeatedly inventing new order structures such as recorded successes, retained stories, and agreed perceptions, expectations, and patterns.
- The organisation's self-image intensifies in the views and sense constructs of the world predicated as models from inside the system manifest to the environment. Internal order structures, sense constructs, and the world's images create organisational security and stability, though simultaneously obstructing its ability to react to changes in a rapidly changing dynamic organisation.
- Organisations must learn from their environments, not only in times of pressure and crisis, by proactively assuming a creative and active role in developing themselves and their respective environments.

Hay, Parker and Luksyte (2021: 186) state complex change varies numerously, but most of the change is high, thus creating high levels of ambivalence about the future or there are many shareholders with disconnected interests. A large shift in the organisation's structure, vision, and strategy is a popular catalyst of complex organisational change.

Johannes *et al.* (2024: 5) say while change is necessary for organisational development, not all change is necessary at a given time, and they recommend the significance of initially discovering what is really happening before jumping to the next change opportunity. Papparini *et al.* (2020: 3) concur by stating the examination of the status quo prior to leaping to the next change opportunity affords you the opportunity to identify viable opportunities for change, and that demystifies the process of deciding on the opportunities to pursue, because the ultimate goal is to select supremely important opportunities rather than having a thoroughgoing list.

Atasoy (2020: 259) recommends pausing and planning on how you would implement complex change by also identifying those that need to be engaged for the change to be executed quickly and well. The authors further forewarn by stating that the envelope must be pushed by not expediting the approach to succeed as planned. Invest in the creation of august change capacity by monitoring the progress, and improving individual and organisational lack or readiness. Baines *et al.* (2020: 4) also assert the significance of piloting proposed complex change, so that circumspect work that leads to successful implementation can eventuate. As Ellis, Steadman and Mao (2020: 562) advise, finally, it is essential to discern what you have learned and introduce stronger structures and processes that will assist you to improve in the future. James *et al.* (2021: 2) suggest taking time to view things in perspective and frequently converging people to ensure they are aligned with the proposed complex change.

Learning is not prioritized in the single change efforts because the change may not be repeated, however, in complex and continuous change, learning is a shrewd investment. Leaders have distinct functions when change is complex from the traditional organisation or superintending the roles of managers (Schulze and Pinkow 2020: 3). 'Facilitator of emergent change' may be considered a suitable name for the new role because this signifies leading through ethics, values, and vision. Furthermore, this alludes to shaping generative and reflective dialogue, and being near the 'here and now' (Onyeneke and Abe 2021: 408).

3.9 SUMMARY OF THEORIES

The theories of change mentioned in this chapter propound room for verification, comparison, and confirmation of the data collected from the participants of the study. Change is miscellaneous and materializes in varied forms. As a result, this suggests that the best way of effecting change is linked to the type of proposed change. The change stems from either internal and/or external forces.

The theories stress the consequential role played by individuals in the organisational change process, in this instance both leaders and employees. The key is to sensitize individuals timeously on the imminent change as change may be resisted or accepted. Leaders are the pioneers of organisational change and, hence tasked with the responsibility of formulating visions that will be realised through sanctioned approaches.

Success in the organisational change process is predisposed to exceptional communication, clear structures of management and the strategy set in place. These stages must be progressed and executed in phases to prevent fatigue in all involved employees (Okemba 2018: 34).

The Prosci ADKAR model asserts that organisations will not change if individuals do not change, hence emphasising the significance of focusing on awareness, desire, knowledge, ability, and reinforcement, to navigate individuals through the organisational change process and set the seal on its longevity and sustainability. Lewin's change model indicates the first task of effecting change management is to learn the individuals' behaviours and quell the status quo; upon achieving this, employees will be likely to accept change. McKinsey's 7 S Model accentuates the seven fundamental attributes that must be linked in an organisation to yield coveted objectives. Kotter asserts that the reason many organisations fail to be effective in their respective markets is because of leadership that is deficient in the requisite skills and qualities for implementing change. Elisabeth Kubler-Ross takes a different approach in her model by expanding on a person's behaviour, a gigantic deviation from the other models that speak substantially about business.

According to Hanelt *et al.* (2021: 1162), it is imperative to view how you can lead and manage change successfully. A study that involved experienced managers, organisational development professionals, and research participants that aimed to select appropriate roles of effectively leading change, proved that a wide range of roles are useful, however, these roles must be used fittingly. Shufutinsky (2020: 55) concurs by stating a wide range of leadership roles and their combinations thereof, function optimally in the organisational change process. Alotaibi, Amin and Winterton (2020: 982) also agree by highlighting the overall message that all leadership roles are useful, though there are some interesting patterns to notice about particular contexts.

According to (Cameron and Green 2009) there is no single right way to lead change, however, there are five leadership roles that leaders can utilise flexibly to become versatile performers:

- The edgy catalyzer that catalyzes change by focusing on the creation of discomfort.
- The visionary motivator relies on engagement and the buy-in of all stakeholders to stimulate people.
- The measured connector uses connectivity and the sense of purpose across the organisation to create change.
- The tenacious implementor relies on project plans, progress, and deadlines to attain the results.
- The thoughtful architects that use designs, frameworks, and complex fit betwixt concepts and strategies to warrant that ideas become successful changes.

It is fundamental for leaders to use all necessary leadership styles and qualities to bring employees to a state of desire to support proposed change projects whilst being accountable for what is working and what isn't working. Mascareño, Rietzschel and Wisse (2020: 33) expand by asserting leadership and team alignment are pivotal for generating a shared vision and goals for a successful organisational change process. This will aid in guaranteeing that all stakeholders are aiming towards similar objectives, thus lubricating the change process by enhancing its effectiveness and efficiency and increasing its adoption.

3.10 CONCLUSION

This chapter provided a discussion on change management. Thus, it was noted that changes in regulations that are introduced by governments have an enormous impact on the nature of organisations conducting their business and operating in today's competitive environment. In addition, the liberation and globalization of economies have prompted governments to implement changes in their regulations such as currency conversion and de-licensing to strengthen domestic organisations to attain their envisaged profit margins and remain competitive. The chapter further discussed that planned internal change decisions prevail when managers diversify the range of their business or change the direction towards reviving the business by adding new product lines or services. Thus, it is fundamental to have an organisation-wide internal strategy that can assist employees to fathom the necessity of the proposed change and integrate them towards adopting shared goals. Lastly, it was discussed that organisational change cannot be guaranteed unless management focuses on various intangible organisational aspects, for example, corporate values, organisational culture, human capital, and workforce morale. The next chapter discusses the research methodology that was used in this study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The previous chapter gave a detailed perspective of organisational change management by focusing on the ADKAR, Kurt Lewin, McKinsey 7S, Kotter and Kubler-Ross change management models, and other change management dynamics. This chapter presents the research methodology that is used in this study. It includes the philosophical underpinnings, research design, sampling method, measuring instrument, data gathering approaches, data analysis, and pilot study. Additionally, the trustworthiness and ethical considerations of the study are delineated.

4.2 PHILOSOPHICAL FOUNDATION AND RESEARCH PARADIGM

According to Ugwu, Ekere and Onoh (2021: 118-119), a research paradigm includes sundry components that can be catalogued as epistemology, ontology, methodology, and methods. Goertz and Mahoney (2012: 206) state the philosophies of research are multifaceted and can either present epistemological or ontological thinking. Alharahsheh and Pius (2020: 40) define epistemology as how reality is known by the researcher. Therefore, epistemology focuses on the researchers' aims to unearth knowledge to arrive at reality. Additionally, epistemology is contemplated as an intrinsic factor within the researcher as it is also about the way the researcher views the world around them, and how the researcher can distinguish between right and wrong. Bates and Jenkins (2007: 57) briefly define ontology as the given nature of reality. Therefore, ontology mainly focuses on the phenomenon about its nature of existence and seeks an answer or reality to a research question by way of using existing types of knowledge.

This study adopted an interpretive approach. Furthermore, the interpretive paradigm is based on the supposition that people's ideas, perceptions, thinking, and the meanings that are of consequence to them can be perceived through researching their cultures. As a result, the techniques utilised to understand human and social sciences cannot be analogized to those utilised in physical sciences because humans translate their circumambient and that interpretation influences their behaviour (Pervin and Mokhtar 2022: 421-422). Interpretivists also espouse a relativist ontology which is a philosophical

outlook that recognises the subjective nature of reality and asserts that reality is constructed based on cultural or individual perspectives (Hammersley 2013: 26), and this is vital in aiding researchers to see what has occurred and how it has occurred. Also, interpretivism emphasises quantitative research (Junjie and Yingxin 2022: 12).

4.3 RESEARCH APPROACH

A research approach can be deductive or inductive. A deductive research approach advances toward testing a hypothesis after which a concept is modified, refuted or confirmed. It includes elaborating a set of concepts or principles that in due course are tested through empirical experiment or observation (Okoli 2023: 303). Whilst inductive research approach includes making provisions for collecting data, thereafter analysing the data to see if any patterns evince a correlation between variables (Wardani and Kusuma 2020: 71). Casula, Rangarajan and Shields (2021: 1705) highlight that inductive research is a technique of generalisations or developing theories on specific data or observations. This study adopted an inductive approach or reasoning because it sanctions flexibility, closely attends to context, and succours the creation of a new theory.

4.4 RESEARCH DESIGN

Research design is the overall strategy used to address the research problem and the collection of data (Sileyew 2019: 2). Descriptive, casual, and exploratory are the three types of research designs as stated by (Hair *et al.* 2013: 76). An exploratory research design is adopted for this study. Exploratory research design is used when the researcher intends to investigate a problem that is not clearly defined. It is desirable when the researcher wants to have a better understanding of the existing problem but conclusive results will not be guaranteed (Ponelis 2015: 539).

This study adopted a qualitative approach. The researcher employed this method because the concept of numerical data is not needed since an extensive focus will be on sampling the views of the respondents based on the objectives. The techniques that will be used are mainly interviews and observations. Open-ended questions will be used as they will delimit respondents on their responses, affording them room to furnish more informed and detailed responses.

4.5 SETTING

Geographically, the KZN RTI Empangeni region extends from N2 Phongola to Dokodweni toll plaza, R34 Blood River to Melmoth, R66 Melmoth to Ndundulu, R33 Vryheid to Paulpietersburg, R69 Vryheid to Phongola, N2 Phongola to Golela border (Swaziland), R22 Jozini to Manguzi (Mozambique border) and N2 Phongola to Belgrade (Mpumalanga border). The stations of the Empangeni region where, and also where the study was conducted are listed below:

1. Road Traffic Inspectorate Vryheid
2. Road Traffic Inspectorate uLundi
3. Road Traffic Inspectorate Nongoma
4. Road Traffic Inspectorate Jozini
5. Road Traffic Inspectorate Mtubatuba
6. Road Traffic Inspectorate Empangeni
7. Road Traffic Inspectorate Eshowe
8. Road Traffic Inspectorate Gingindlovu.

The geographical setting of the Ladysmith region extends from N3 Mooi Plaza to Van Reenen Pass which borders the KwaZulu-Natal Province and the Free State Province, R103/R74 Ladysmith to Oliviers Hook Pass bordering KZN and Free State, N11 Ladysmith to Volksrust bordering KZN and Mpumalanga Province, R34 Newcastle to Blood River, R74 Colenso to Greytown, R33to New Hanover, R600 Drakensburg area and R33 Greytown to Dundee.

The stations of the Ladysmith region where, and also where the study was conducted are listed below:

1. Road Traffic Inspectorate Midway
2. Road Traffic Inspectorate Ladysmith
3. Road Traffic Inspectorate Greytown
4. Road Traffic Inspectorate Dundee
5. Road Traffic Inspectorate Nquthu
6. Road Traffic Inspectorate Newcastle.

4.6 QUALITATIVE RESEARCH

According to Yadav (2022: 680), qualitative research is a process of naturalistic inquiry that pursues scrupulous apprehension of social phenomena within their natural setting and is often used to describe scenes and collect data through interviews or analysing the meaning of documents, whereas Mohajan (2020: 2) elucidate quantitative research as a strategy that concentrates on quantifying the collection of data, and it seeks to measure the phenomenon utilizing numbers and often takes the form of surveys. Another school of thought propounds that qualitative research employs statistical methods that commence with data collection accordant with known theory and is followed by the use of inferential and prescriptive statistics (Barroga *et al.* 2023: 4-5).

In addition, qualitative research is intended for understanding, explaining, discovering, and clarifying perceptions, situations, and experiences of individuals; whilst quantitative research is predetermined, fixed, and rigid to ensure the validity and reliability of the data or information (Taherdoost 2022: 54). In this study a qualitative research method was adopted because it uncovers societal trends, beliefs, attitudes, motivations, and opinions; furthermore, it unveils root causes for complications and brings about new hypotheses for further testing (Ritter *et al.* 2023: 5881). The qualitative research approach was adopted to obtain relevant information because the concept of numerical data was not necessary, rather the main focus was sampling the respondents' views based on the objectives (Okemba 2018: 36).

4.7 POPULATION

The population is the collection of individuals or objects known to have similar characteristics that are the subject of a research investigation (Walliman 2011: 185). Information that relates to a population may be gathered by using a sample or census. Kenny *et al.* (2021: 1) elucidate a census as the enumeration of all the population elements, whereas a subgroup of the population is a sample. The target population of this study is senior, middle, and junior managers, supervisors, field supervisors, and traffic officers of the KwaZulu-Natal Road Traffic Inspectorate Empangeni (Region One) and Ladysmith regions (Region Two).

4.8 SAMPLING METHOD

Sampling is an all-important aspect of the process of research. The sampling process takes into account the drawing of a conclusion about the total population by evaluating only a trace of all the elements of the population. Research is possible through sampling instances where the assessing of the entire population or everything is impractical (Rahman *et al.* 2022: 46). The fundamental facets of the sampling process in this study are to identify the target population, select the sampling method, and determine the sample size.

This study adopted a non-probability sampling method. Non-probability sampling is used when there is no equal chance of selecting the responses of the research study. The non-probability samples can be drawn for lower financial investment and in a shorter time than probability sampling methods. Nevertheless, these inference methods can be affected by selection bias; it is unfeasible to apply them in the estimation of population sizes in a manner that is not closely unbiased (Rahman 2023: 48). Convenience, purposive or judgemental quota, and snowball sampling are the four common techniques of non-probability sampling (Turban *et al.* 2023: 303).

Convenience sampling is first-rate for young researchers like new teachers when they are unable to locomote freely from their organisations, and this strategy is perfect when people are diverse, and it saves time and money (Pace 2021: 3). Purposive or judgemental sampling works best when researchers seek to identify people with specific traits that are significant for the study. Participants of this type of research can offer plenteous information about the research question, though it is improbable that the sample size will be representative of the whole population (Bakkalbasioglu 2020: 689). Under the quota sampling technique, researchers follow a proportionate ratio to select a necessary sample size from each population's sub-group. This research is most effective when the accuracy of the research is of smaller exigency (Iliyasu and Etikan 2021: 25). Snowball sampling is mostly about networking and can be used in research populations that are concealed or difficult to access; and the efficiency and success of these research methods depend on the professional contracts of the researcher (Adeoye 2023: 92).

This study adopted a non-probability purposive sampling technique because the researcher decided what needed to be known and strategically selected people who can and are willing to participate due to their qualities, knowledge, and experience (Etikan, Musa and Alkassim 2016: 2). In the purposive or judgemental sampling technique, the researcher applies their discretion in selecting responses due to their qualities (Bernard 2002: 19).

4.9 SAMPLE SIZE

Bekele and Ago (2022: 46) define sample size as the number of elements that form part of a study or the number of observations in a sample. Sample size, sampling technique, and sampling method play a significant role in business, social sciences, agricultural research, health sciences, and survey research; and if a sample size is not appropriate, it may induce incorrect population inferences (Nanjundeswaraswamy and Divakar 2021: 25). In many instances, the nature of the research will determine the size of the sample. The average size of similar studies or previous research can also influence the sample size in circumstances where non-probability sampling is utilised. And, resource constraints or envelope should also be taken into account when determining the sample size (Islam and Aldaihani 2022: 4). The resolution about the sample size is often a case of judging than calculating, as a result, the drawn samples should be large enough to attain a relatively precise estimation of the population values, but simultaneously which can be carried out practically and economically (Verma and Verma 2020: 34).

In the literature review, there are several modus operandi for determining sample size. It is essential to research within the allocated budget and time frame. Researchers are always tempted to use small samples because of resource constraints, however, avoiding this custom is imperative as small samples do not give incontrovertible findings, thus wasting funds spent on fruitless exercises (Clow and James 2014: 230). The sample size used was 28 participants; 3 senior managers, 3 middle managers, 4 junior managers, 4 supervisors, 4 field supervisors, and 10 traffic officers of the KwaZulu-Natal Road Traffic Inspectorate in Empangeni (Region 1) and Ladysmith (Region 2) regions. Data was collected using both primary and secondary sources. The primary data was sourced from interviews and secondary data will be sourced from previous dissertations, internet

sources and scholarly books. According to Okemba (2018: 37), primary data is first-hand data obtained through original research by the researcher and is also known as first-hand information or raw data, whereas secondary data is collected and recorded by another person for their purpose and not for the current research problem.

4.10 RECRUITMENT OF PARTICIPANTS

According to Newington and Metcalfe (2014: 1) it is imperative to recruit the requisite number of participants when conducting qualitative research, though many studies fail to attain the expected recruitment rate. This study recruited 28 participants of senior, middle and junior managers, supervisors, field supervisors and traffic officers of the KwaZulu-Natal Road Traffic Inspectorate subject to their voluntary acceptance and participation. The researcher contacted the participants after the IREC approved the proposal. The condition for inclusion is that participants must be senior or acting senior managers, middle or acting middle managers, junior or acting junior managers, supervisor or acting supervisors, field supervisor or acting field supervisors and traffic officers in the KwaZulu-Natal Road Traffic Inspectorate. A letter of informed consent was provided before conducting the interviews. As Godskesen, Björk and Juth (2023: 2) emphasise, a letter of informed consent is an imperative legal and ethical obligation when conducting human subject research as it serves two primary objectives: (i) supporting and respecting the autonomy of the participants and (ii) guaranteeing the participants' protection from potential harm.

4.11 INCLUSIVE AND EXCLUSIVE CRITERIA

The study included 28 participants; 3 senior managers, 3 middle managers, 4 junior managers, 4 supervisors, 4 field supervisors and 10 traffic officers of the KwaZulu-Natal Road Traffic Inspectorate in Empangeni (Region 1) and Ladysmith (Region 2) regions. All personnel who are not traffic officers in the Empangeni (Region 1) and Ladysmith (Region 2) regions will be excluded from the study. All personnel from the other two regions and components of the KwaZulu-Natal Road Traffic Inspectorate which are the Pietermaritzburg region (Region 3), Durban region (Region 4), Traffic Camera Office, Traffic Training College and Head Office will be excluded.

According to Jones (2004: 275), the inclusive and exclusive criteria decide which members of the target population can or cannot take part in the research study. This study focused on the traffic law enforcement personnel of the Empangeni and Ladysmith Regions and their senior because the manifesting challenges of the KZN RTI tend to mostly involve their traffic law enforcement, as this is a traffic law enforcement directorate which is mostly populated by traffic officers.

4.12 APPROACHES TO GATHERING DATA

Sutrisno *et al.* (2023: 589) categorised the two of gathering data as primary and secondary. Primary data was amassed by getting direction information from KZN RTI participants regarding their perceptions on the role of leadership through face-to-face interviews, whilst secondary data was gathered through reviewing what eminent scholars have reported and covered on leadership and change management through books, journal articles, media articles, periodicals, theses, dissertations, government publications and the internet (Hox and Boeije 2005: 593-594). Primary data that are essential for the role of leadership in change management are surveys, focus groups and interviews to collect data from people. This study comprises both primary and secondary data, where chapters two and three are populated mostly with secondary data and the feedback was obtained from the participants through primary data as face-to-face interviews were conducted.

4.13 MEASURING INSTRUMENTS

Tsuro (2020: 63) stresses the variety of data collection instruments utilised in research. Open-ended interview questions provided the best tools for the researcher to obtain adequate data. Open-ended semi-structured questions were presented through face-to-face interviews with a sample of senior, middle and junior managers; supervisors and field supervisors; and traffic officers to obtain the necessary data in the KwaZulu-Natal Road Traffic Inspectorate. The interviews were conducted with the aid of the appropriate voice recording equipment to gather all information whilst allowing the researcher to pay full attention and enable accurate interviewing techniques. The recording will then be transcribed into written text for data analysis.

Knott *et al.* (2022: 1) define a research interview as a two-person interview directed at the collection of information on certain topics. De Villiers, Farooq and Molinari (2022: 1764) state a research interview is a method of qualitative data collection utilised for gaining primary information. A good research interview should be easy and clear to understand, though the interviewer will be present to explain the meaning of questions to respondents. Furthermore, it is imperative to develop the interview questions interactively so that the respondents will feel the researcher is talking to them (Brönnimann 2022: 8).

4.14 DATA ANALYSIS

According to Lutabingwa and Auriacombe (2007: 529), in the academic environment, there are various approaches to data analysis. They further state that there are about 20 approaches used to analyse qualitative data in South Africa. An in-depth discussion that will analyse data and consider the aspects and elements of change management models and important principles will be provided. The researcher conducted face-to-face interviews where electronic recordings were obtained to transcribe and analyse data, ensuring its integrity. Word-for-word transcriptions of the interview data were gathered to the subject for thematic analysis. Gilbert and Heydon (2021: 2) elucidate word-for-word transcription as converting the spoken language into written text by capturing all words and utterances identically to when they were spoken.

Data obtained from the participants was analysed using thematic analysis. NVivo 12 software was used to import transcriptions for analysis. It was also used to sort and arrange the data into different themes. According to Allsop *et al.* (2022: 143) NVivo is a qualitative data analysis computer software that is packaged and produced by Lumivero, and it is used in various fields such as communication, social sciences, psychology, anthropology, sociology, marketing, tourism, criminology, and forensics. NVivo has multiple benefits such as accommodating rich and large amounts of data, time efficiency, data querying, modelling visually, and reporting (Hilal and Alabri 2013: 182).

The study compared the data objectively, commensurate with the focus of the study, as a result balancing the deductive and inductive approaches (Proudfoot 2023: 311). According to Okoli (2023: 311), the deductive approach permits the researcher to apply

existing theory to examine processes, meanings, and narratives of intrapersonal and interpersonal phenomena, whilst Morse and Mitcham (2002: 34) elucidate the inductive approach where the researcher sets about with specific measures and observations, then proceeds to detect patterns and themes in the data. Deductive reasoning seeks to test an existing theory, whilst inductive reasoning seeks to develop a theory (Zalaghi and Khazaei 2016: 229-230).

At first, operational coding was used to institute categories and themes from the data, using the technique known as “Electric Coding”. Campbell *et al.* (2013: 297) elucidate operational coding as a technique that assigns codes, phrases, or words that identify to which issues or topics portion the data in a manner that enables and encourages further analysis. The results of the study indicate how the coding was used to match them with responses from participants based on the questions asked during the face-to-face interviews.

4.15 PILOT STUDY

Pearson *et al.* (2020: 8) define a pilot study as a research project of a small scale that collects data from the participants to ascertain if the designated procedure will yield the envisaged results. Pilot studies are fundamental as they allow the researcher to examine if the adopted techniques will be veracious and suitable for conducting a larger study refine measures and reduce the risk that the main study will be flawed. Furthermore, pilot studies provide the opportunity to refine the questions to mitigate the risk of getting the study wrong (Aung, Razak and Nazry 2021: 602). In this study, the pilot study was conducted using 2 middle managers, 1 supervisor, and 1 traffic officer at the KZN RTI Pietermaritzburg (Region 3), since this region did not form part of the main study. The results of the pilot study proved the research instrument was reliable and valid, and the respondents of the pilot study were only used to ascertain the suitability of the questionnaire and were not included in the main study.

4.16 DELIMITATIONS/SCOPE

The study will involve 28 participants; 3 senior managers, 3 middle managers, 4 junior managers, 4 supervisors, 4 field supervisors, and 10 traffic officers of the KwaZulu-Natal Road Traffic Inspectorate in Empangeni (Region 1) and Ladysmith (Region 2) regions.

4.17 LIMITATIONS

This study will involve only the KwaZulu-Natal Road Traffic Inspectorate in the KwaZulu-Natal Department of Transport, which is a provincial traffic directorate. As such, the findings cannot be generalised across all traffic departments in South Africa. However, the findings emanating from this study will be of direct value to senior, middle, and junior managers, supervisors, field supervisors, and traffic officers of the KwaZulu-Natal Road Traffic Inspectorate, who are the champions of its organisational change.

4.18 TRUSTWORTHINESS

Sekaran and Bougie (2013: 225) elucidate the validity of research as the testing of results obtained to determine if they address the objectives and requirements, whereas reliability as stated by Okemba (2018: 39) is the propensity of the obtained results to be consistent even if the study was to be repeated for a second, third or fourth time. To establish content validity, the questions will be reviewed by the supervisor. According to Rose and Johnson (2020: 3), trustworthiness in qualitative studies refers to the systematic rigour of research, the believability of the findings, the credibility of the researcher, and the applicability of the research methods. The authors further emphasise trustworthiness as the overall impression of quality associated with a research endeavour.

To ensure reliability in this study, the measuring instrument will be designed and used in a manner consistent with similar studies. It is also essential to use experts to assess the suitability of the measuring instrument and comment on the structure.

4.19 ANONYMITY AND CONFIDENTIALITY

van Zyl (2014: 15) portrays the ambition of anonymity and confidentiality to safeguard the participants' identities, locations, and businesses from the researcher and the community.

This will ensure that all responses are not linked to individual respondents. All respondents will be notified in advance that participation is voluntary. Codes will be used for each participant to ensure anonymity, thus, protecting their identity, location, and business. Confidentiality is the protection of data gathered from any participant. It is imperative to establish confidentiality to gain voluntary participation, hence candid contribution when gathering data.

Before recruiting participants, each potential participant will be handed a letter that outlines the purpose of the research. This letter will guarantee all participants' information will be used only for the study and remain confidential. Participants will also be guaranteed the coding of their identities, thereby protecting their data such as names, businesses, and locations.

4.20 ETHICAL CONSIDERATIONS

To ensure compliance with the KwaZulu-Natal Department of Transport's policies, a letter of approval to commission research in the KwaZulu-Natal Road Traffic Inspectorate will be obtained and will be submitted together with a proposal for review. The researcher will obtain the participants' informed consent before collecting data and the identities of all participants will not be disclosed when analysing and presenting the findings of the study.

4.21 CONCLUSION

The present chapter describes the research methodology and philosophy that was used in this study. Specifically, the philosophical underpinnings of interpretivism, research design, the sampling method, measuring instrument, data gathering approaches, data analysis, and pilot study were ventilated. Additionally, the trustworthiness and ethical considerations of the study were discussed. The next chapter presents data analysis and a discussion of the findings.

CHAPTER FIVE

DATA ANALYSIS AND DISCUSSION OF FINDINGS

5.1 INTRODUCTION

This chapter presents an analysis of the data gathered for the study, focusing on participants' opinions regarding change management at the KZN RTI. Thematic analysis was conducted using NVivo 12 software due to its systematic nature and ability to organize data into themes and subthemes. Given the lack of empirical research on change management in KZN RTI, the study aimed to explore how leadership influenced the change management process in the KZN RTI. It sought to understand how each participant's transcript was carefully examined to fulfill the study's objectives.

(Cresswell *et al.* 2015) suggested that semi-structured, in-depth qualitative interviews with individuals considered knowledgeable about the topic can yield valuable qualitative data. In this study, semi-structured interviews were employed because their open-ended nature was deemed suitable for gathering qualitative and expansive data. These interviews allowed for the exploration of participants' thoughts, feelings, and beliefs regarding change management in KZN-RTI.

Interviews were conducted face-to-face, generating electronic voice recordings for transcription and analysis, ensuring data integrity. The interviews' data were transcribed word-for-word and subjected to thematic analysis following (Saldaña 2015) guidelines. The transcriptions were imported into NVivo 12 for analysis, organizing the coded data into subthemes aligned with the research questions from the interview guide. Objective comparisons of the data were made by the study's focus, balancing inductive and deductive approaches as recommended by (Spencer 2011) and (Saldaña 2015). Themes were predetermined deductively for data collection and analysis, while subthemes were identified inductively.

Initially, the researcher employed operational coding to establish categories and themes from the data, utilizing a method known as "Eclectic Coding," as described by (Saldaña 2015). This involved reading the transcripts comprehensively to derive codes organically. Subsequently, the transcripts underwent another round of reading, during which sections

were selectively coded based on predetermined categories, with relevant quotations extracted into separate documents. This approach, as suggested by Elms (2018), facilitated the identification of overarching themes and subthemes across various groups, as well as within each group, sometimes leading to the creation of subcategories, as described by (Lewin 2007).

Considering the extensive data sets covering change management, it was expected that certain codes would recur frequently throughout the text. Saldaña (2015) noted that this repetition is both natural and intentional. It is natural due to the recurring patterns and consistencies observed in human behaviour, while it is intentional as the researcher sought to discern the interconnectedness among the views of the participants demonstrated through these repetitive patterns and consistencies in human behaviour, as reflected in the data (Saldaña, 2015).

5.2 CHARACTERISTICS OF THE PARTICIPANTS

The researcher conducted interviews with 28 employees, each representing a different position within the RTI organisation. To ensure confidentiality and anonymity in line with ethical standards, the names were anonymized and represented numerically (e.g., Field Supervisor 1) based on the sequence of interviews. This approach facilitated easy identification of the interviewer and their responses while upholding ethical considerations. Table 4.1 provides an overview of the details of the participating employees.

Table 5.1 Characteristics and positions of the participants

Group	Position	Numbers
1	Field Supervisor	4
2	Junior Manager	4
3	Middle Manager	3
4	Senior Manager	3
5	Supervisor	4
6	Traffic Officer	10
	N	28

5.3 THEMES AND SUBTHEMES

Table 5.2 highlights the themes and subthemes emerging from the data transcribed and analysed. Overall, 12 themes and multiple subthemes were uncovered from the interview data.

Table 5.2 Emerged themes and subthemes

Themes	Subthemes
Theme 1: Organisational Culture Shifts	Subtheme 1.1 Human Resource Dynamics Subtheme 1.2: Working Conditions Subtheme 1.3: Lack of Change
Theme 2: Rationale for Change in the Organisation	Subtheme 2.1: Operational Inefficiencies Subtheme 2.2: Technological and Social Shifts Subtheme 2.3: Personnel Morale and Well-being Subtheme 2.4: Adapting to Change in External Environment Subtheme 2.5: Addressing Systemic Issues and Gaps Subtheme 2.6: Organisational Reputation and Public Perception Subtheme 2.7: Communication and Coordination
Theme 3: Departmental Framework for Change Management	Subtheme 3.1 Absence of Formal Change Management Framework Subtheme 3.2: Absence of Specific Change Management Frameworks Subtheme 3.3: District Model Implementation
Theme 4: Organisational Readiness for Change	Subtheme 4.1: Lack of readiness Subtheme 4.2: Readiness for change Subtheme 4.3: Uncertainty and Resistance
Theme 5: Individual Behaviour and Its Impact on Leadership-Proposed Change	Subtheme 5.1: Resistance due to Lack of Involvement Subtheme 5.2: Self-Cantered Approach to Change Subtheme 5.3: Influence of Group Dynamics Subtheme 5.4: Socio-demographic divide Subtheme 5.5: Perception of Change as a Personal Affront Subtheme 5.6: Peer Pressure and Group Influence Subtheme 5.7: Impact on Morale and Working Environment

	Subtheme 5.8: Trust Deficit and Reluctance to Speak Up
Theme 6: Reactive Organisational Culture and Change Management	Subtheme 6.1: Shift from Reactive to Proactivity and Innovation Subtheme 6.2: Transparency in Relationship with RTMC NTP Subtheme 6.3: Lack of Strategic Planning and Engagement
Theme 7: Dissatisfaction with Change Implementation Process	Subtheme 7.1: Frustration with Delays in Recruitment Subtheme 7.2: Concerns about Delayed in Implementing Positive Changes Subtheme 7.3: Critique of Change Management Approaches Subtheme 7.4: Poor Communication Subtheme 7.5: Dissatisfaction with Lack of Consultation Subtheme 7.6: Organisational Deterioration and Mindset Change Subtheme 7.7: Leadership Ineffectiveness and Lack of Change Subtheme 7.8: Dissatisfaction with Promotion Criteria Transparency Subtheme 7.9: Nepotism and Fair Job Allocation
Theme 8: Participation in Change Management Sessions	Subtheme 8.1: Attendance in Change Management Sessions Subtheme 8.2: Non-Attendance in Change Management Sessions
Theme 9: Evaluating the Effectiveness of Communication Strategies	Subtheme 9.1: Communication Challenges and Ineffectiveness Subtheme 9.2: Mixed Perceptions of Communication Effectiveness Subtheme 9.3: Communication Effectiveness
Theme 10: Perception of Change in the Organisation	Subtheme 10.1: Negative Perception and Resistance to Change Subtheme 10.2: Leadership Change Advocacy Subtheme 10.3: Positive Perception and Embracement of Change Subtheme 10.4: Need for Employee Involvement and Transparency
Theme 11: Influence of Existing Organisational Culture on Change	Subtheme 11.1: Instability Hindering Positive Changes

	Subtheme 11.2: Lack of Transparency in Demographics Subtheme 11.3: Cultural Influences on Change Subtheme 11.4: Lack of cooperation Subtheme 11.5: Autocratic Leadership and Lack of Democracy Subtheme 11.6: Ill Discipline and Lack of Conducive Environment
Theme 12: Recommendations for Improving Organisational Change Process	Subtheme 12.1: Leadership and Mentality Change Subtheme 12.2: Inclusive Decision-Making and Representation Subtheme 12.3: Skill Development and Training Subtheme 12.4: Communication and Consultation Subtheme 12.5: Strategic Planning and Evaluation Subtheme 12.6: Structural and Organisational Changes Subtheme 12.7: Improved Leadership Selection and Accountability

5.3.1 Theme 1: Organisational Culture Shifts

This theme explores the changes in the KZN RTI culture. As illustrated in Figure 5.1, the theme is discussed under the subthemes highlighted below:

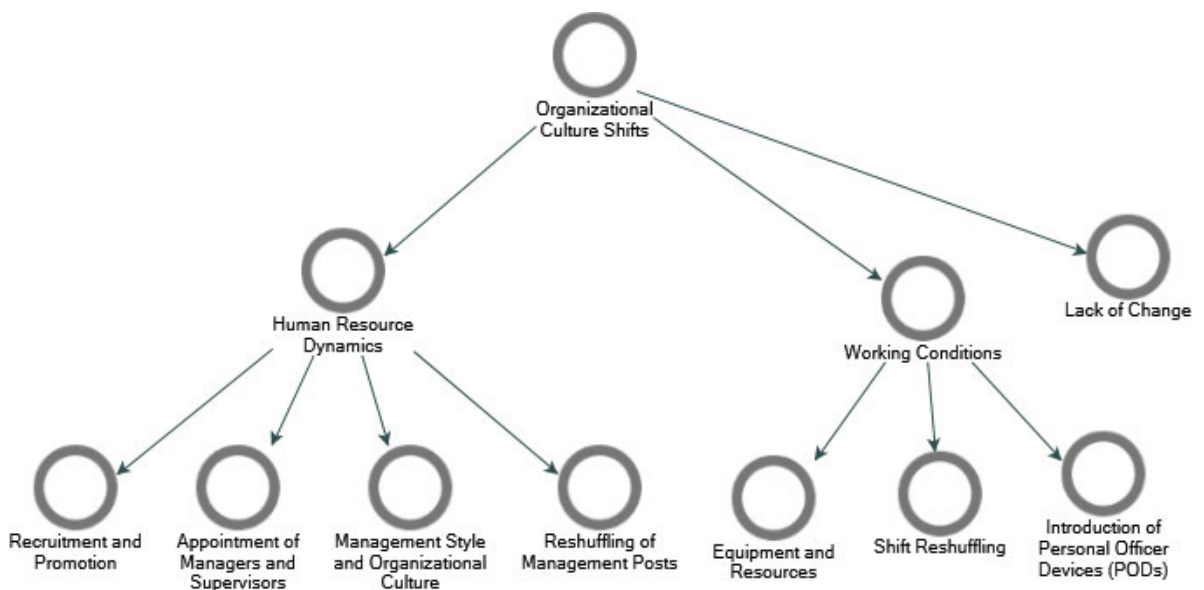


Figure 5.1 Visualisation of KZN RTI cultural shifts

Subtheme 1.1 Human Resource Dynamics

This subtheme focuses on various aspects of organisational changes in the KZN RTI. Three organisational changes uncovered, namely "Appointment of Managers and Supervisors," "Management Style and Organisational Culture," and "Reshuffling of Management Posts," provide insights into different facets of organisational transformation.

- **"Appointment of Managers and Supervisors":**

This revolves around the positive changes resulting from the strategic appointment of key personnel within the organisation. Supervisor 4 notes that the organisation faced a shortage of managers and supervisors and the subsequent appointments of Chief Provincial Inspectors and Principal Provincial Inspectors have been made to alleviate this shortage. This emphasises the importance of having an adequate leadership team in place to effectively manage and oversee operations. Furthermore, Supervisor 4 specifically mentioned improvements in fleet management, suggesting that the appointment of managers positively impacted operational aspects within the organisation. "The organisation had a shortage of managers and supervisors and they have since been appointed." (Supervisor 4).

Field Supervisor 2 emphasised the problem of insufficient manpower within the organisation and acknowledged the positive changes resulting from the appointments made by the KZN RTI. The observation of improvements in manpower and the positive impact on service delivery, particularly with the addition of motor vehicles, underscores the role of managerial appointments in addressing resource gaps and enhancing organisational capacity.

"Firstly, we had a problem of insufficient manpower in the organisation, so now we have seen the KZN RTI making some appointments." (Field Supervisor 2).

Traffic Officer 10 acknowledged changes in management at the station level, specifically citing the arrival of a new station commander and supervisor as notable changes. This implies that the appointment of leaders at the station level is recognised as a significant organisational shift. The acknowledgment of these changes by a frontline staff member

suggests that such appointments may have a trickle-down effect, influencing the overall functioning and effectiveness of the organisation.

"Yes, we have received a new station commander and a new supervisor at the station, so in terms of management, we have seen these changes." (Traffic Officer 10).

Literature on organisational management emphasises the critical role of effective leadership in driving positive organisational outcomes. The appointment of capable managers and supervisors is crucial for steering an organisation toward its goals and addressing operational challenges. The positive impact on fleet management, highlighted by Supervisor 4, aligns with studies emphasising the role of leadership in optimizing resource utilisation and operational efficiency (Avolio *et al.* 2009). The observation by Field Supervisor 2 regarding improvements in manpower and service delivery echoes research on the importance of leadership in addressing human resource challenges and enhancing overall organisational performance (Yu, Park and Hyun 2021). Effective leadership is often linked to improved employee morale, increased productivity, and enhanced service delivery (Bass and Riggio 2006). Traffic Officer 10's recognition of changes in management at the station level aligns with studies emphasising the importance of leadership at various organisational levels. The impact of station-level leadership on organisational culture and employee satisfaction has been explored in organisational behaviour literature (Den Hartog *et al.* 1999).

- **Management Style and Organisational Culture:**

This subtheme explored the challenges associated with the management styles and cultural dynamics within the organisation. The statements from the interviewed senior managers tend to shed light on issues related to attitudes, cooperation, and unresolved problems at the management level. Senior Manager 3 emphasised the negative consequences of certain management styles, particularly when individuals are promoted. The mention of arrogance, threats, and negative attitudes suggests a potential mismatch between the ideal management styles and the behaviours exhibited by some promoted managers. The concern expressed by Senior Manager 3 revolved around the impact of such attitudes on effective teamwork and relationship building, emphasising the importance of positive management styles for organisational success.

"I have seen a lot of things at the KZN RTI when people get promoted, people come with arrogance and threats; the moment you come with such attitude, you are contradicting the ideal management styles..." (Senior manager 3).

Senior Manager 1 highlighted a lack of cooperation at the management level, pointing towards a significant number of grievances and unresolved issues. This observation suggests a challenging organisational culture marked by discord and a lack of collaboration among management team members. The phrase "to the highest degree" underscores the severity of the issue, indicating that the lack of cooperation is not a minor concern but a substantial challenge affecting the overall functioning of the organisation. "Yes, I have observed changes associated with a lack of cooperation with Road Traffic Inspectorate (RTI) Management to the highest degree..." (Senior Manager 1).

The issues raised above align with the extensive literature on organisational behaviour and leadership, emphasising the critical role of management styles and organisational culture in shaping the overall effectiveness and performance of an organisation. The concerns raised by Senior Manager 3 regarding negative attitudes, arrogance, and threats align with literature emphasising the importance of positive management styles. Research suggests that leadership behaviours significantly impact employee morale, job satisfaction, and overall organisational performance (Bass and Riggio 2006). Leaders who adopt positive styles, such as transformational leadership, are more likely to foster a positive organisational culture and enhance employee engagement (Avolio *et al.* 2009). Senior Manager 1's observation of a lack of cooperation and unresolved issues at the management level points to challenges in the organisational culture. Organisational culture plays a crucial role in shaping how employees interact, collaborate, and resolve conflicts. A positive and collaborative culture contributes to improved teamwork and organisational effectiveness (Denison 1990). Lack of cooperation and unresolved issues can lead to a toxic work environment, hindering organisational performance.

- **Reshuffling of Management Posts**

Some of the interviewed participants reflect on organisational changes related to the removal and replacement of managers. Field Supervisor 4 noted these changes and

highlighted that while there is reshuffling at the management level, there is no significant operational change.

"We have seen change, particularly the appointments in management posts, some managers are being removed from their positions and replaced by others..." (Field Supervisor 4).

While Field Supervisor 4's statement implies that the reshuffling of managers is occurring within the organisation, signifying a restructuring of leadership roles, however, the acknowledgment that there has been no significant operational change suggests that, at least for the moment, the impact of these management changes on day-to-day operations is not readily apparent. Organisational restructuring, including the reshuffling of management posts, is a common phenomenon as organisations evolve and respond to internal and external challenges (Cameron and Green 2015).

Such changes may be driven by the need for a realignment of leadership roles, skill sets, or organisational priorities. The literature suggests that effective leadership changes can contribute to improved organisational performance and adaptability (Balogun and Hailey 2004). Field Supervisor 4's observation that there is no significant operational change immediately following the reshuffling aligns with the literature on change management. It is common for organisations to experience a period of adjustment and uncertainty during and after organisational changes (Carnall 2007). The immediate impact on day-to-day operations may not be evident as employees and new leaders adapt to the changes.

Communication plays a crucial role during periods of organisational change. Employees need to be informed about the reasons for changes, the expected benefits, and the potential impact on their roles (Ford, Ford and D'amelio 2008). Lack of communication or unclear messaging can contribute to uncertainty and resistance among employees.

- **Recruitment and Promotion**

The analysis of the transcribed data revealed changes related to the recruitment process and promotions within the organisation. The statements obtained from Middle Manager 1, Junior Manager 2, and Traffic Officer 10 provided insights into the positive shifts occurring in the recruitment strategies and promotion practices. Middle Manager 1 noted

a change in the recruitment process, specifically highlighting the inclusion of younger individuals in management positions. This shift is portrayed as positive for the department. The recruitment of younger talent can bring fresh perspectives, technological savvy, and innovation to the organisation (Ng and Feldman 2009). Younger individuals may also contribute to a more dynamic and adaptive workplace culture, fostering creativity and agility (Lyman and Scott 1967).

"Yes, there are changes, especially when it comes to the recruitment process, we see them recruiting the youngsters, or young blood in management positions..." (Middle Manager 1).

Junior Manager 2 highlighted a significant change related to their role, emphasising promotion from Senior Provincial Inspector to Chief Provincial Inspector. Additionally, Junior Manager 2 mentions a notable shift in the organisation's approach to technology, specifically addressing the transition from manual crime returns to electronic processes.

"At the moment, there is a big change taking place if I can elaborate on that, the electronic part of it, it's going towards a big change. Currently, we are still sitting with manual crime returns that are handwritten by traffic officers on the road..." (Junior manager 2).

The above-mentioned promotion of internal talent is often associated with increased job satisfaction, loyalty, and the retention of institutional knowledge (Dessler 2011). Furthermore, the organisation's move towards technological advancements reflects a commitment to staying current and improving operational efficiency (Burnes 2004).

Traffic Officer 10's mention of the arrival of a new station commander and supervisor adds another layer to the dialogue. Changes in leadership at the station level can influence the organisational culture, employee morale, and overall efficiency (Yu, Park and Hyun 2021). New leaders may bring different management styles, priorities, and strategies, impacting the dynamics within the station.

"Yes, we have received a new station commander and a new supervisor at the station, so in terms of management, we have seen these changes. We have never had managers in this station since it was opened in 2008." (Traffic Officer 10).

The recruitment of younger individuals aligns with literature emphasising the strategic importance of talent acquisition in enhancing organisational performance (Cascio and

Aguinis 2005). Diverse age groups in the workforce contribute to a blend of skills and experiences, fostering innovation and adaptability (Ng and Feldman 2009). Furthermore, the promotion of Junior Manager 2 and the simultaneous technological change align with studies highlighting the interconnectedness of human resource practices and technological advancements (Dessler 2011). Internal promotions can positively impact employee motivation and commitment, while the adoption of electronic processes reflects a commitment to modernization and efficiency (Burnes 2004).

Traffic Officer 10's mention of new leadership at the station level is consistent with literature emphasising the influential role of leaders in shaping organisational culture and performance at the micro-level (Yu, Park and Hyun 2021). Leadership changes offer opportunities for organisational renewal and adaptation.

Subtheme 1.2: Working Conditions

In this subtheme, the participants highlighted concerns about the working conditions in the organisation. Some of the highlighted concerns include:

- **Equipment and resources**

Participants highlighted concerns and changes related to the tools and resources provided within the organisation. The statements drawn from Field Supervisor 1, Junior Manager 3, Supervisor 2, Supervisor 3, and Traffic Officer 9 provided insights into both positive and negative aspects of the changes in equipment and resources.

Field Supervisor 1 noted changes in the past three years, mentioning challenges such as the lack of essential tools like summons books and torches. The introduction of new PODs is met with dissatisfaction due to connectivity issues.

"The change in the past 3 years is coming from the side of the Department, like now, we do not have summons books, nothing. We have these new PODs and they are connecting to the network..." (Field Supervisor 1).

Junior Manager 3 expressed concerns about changes in the provision of tools and resources for traffic officers, officials, and admin clerks. They highlight the absence of necessary tools, particularly uniforms and written notebooks.

"Yes, I have, and those changes are not good, especially the traffic officers, the officials, even the admin clerks. We are all asking ourselves what is happening? Because we are not even given the tools to work..." (Junior manager 3).

Supervisor 2 provided a negative perception, stating that there has been a drastic change, and the morale of the officers has dropped significantly. The attributed reasons include uniform issues, delays in salary increases, and slow progress in filling vacant posts.

"Yes, there has been a drastic change, the morale of the officers has dropped significantly, mostly because of uniform issues, salary increases, the slow progress in the filling of vacant posts..." (Supervisor 2).

Supervisor 3 straightforwardly expressed dissatisfaction with the observed changes, describing the organisation as deteriorating.

"Yes, and it is not a good one, the organisation is deteriorating, and I am not happy about it." (Supervisor 3).

Traffic Officer 9 shared a negative perception, stating that the organisation seems to be deteriorating over the past three years.

"Yes, I have. I think we have changed a lot; I have been in this organisation for almost 15 years, and over the past 3 years, the organisation seems to be deteriorating..."(Traffic Officer 9).

In summary, the above dialogue highlighted the impact of changes in tools and resources on employee perceptions and morale. The literature supports the idea that adequate resources, effective communication during change, and consideration of employee needs are crucial for maintaining a positive organisational environment. The negative perceptions expressed by Supervisor 2, Supervisor 3, and Traffic Officer 9 align with the literature emphasising the impact of resource-related changes on employee morale. Inadequate tools, delays in salary increases, and slow progress in filling vacant posts can contribute to decreased job satisfaction and organisational commitment (Robbins and Judge 2017).

Field Supervisor 1's dissatisfaction with the introduction of new PODs due to connectivity issues, reflects a common challenge in organisational change—employee resistance. Change efforts that do not consider the practical needs and concerns of employees may

face resistance, hindering successful implementation (Kotter 1996). Junior Manager 3's concerns about the absence of necessary tools for traffic officers, officials, and admin clerks emphasise the importance of providing adequate resources for employees to perform their duties effectively (Dessler 2011). The lack of essential tools may impede productivity and job satisfaction. The negative perceptions expressed by various individuals also underscore the importance of effective communication during organisational changes. Clear communication about the reasons for changes and steps being taken to address concerns can help mitigate negative perceptions (Cameron and Green 2015).

- **Shift Reshuffling and Camera Installation:**

Some of the participants interviewed highlighted changes in shift schedules and the installation of cameras in operational vehicles. Traffic Officer 5 notes recent changes in the reshuffling of shifts, indicating a departure from the accustomed schedules. Changes in shift patterns can have a direct impact on the work-life balance, job satisfaction, and overall well-being of employees (Griffin and Moorhead 2014). Reshuffling shifts may also affect team dynamics and communication patterns among officers.

"Yes, we have seen changes. We have recently seen the reshuffling of shifts which we are not used to. We have seen the installing of cameras in our operational vehicles..." (Traffic Officer 5).

Both Middle Manager 2 and Traffic Officer 5 highlighted the introduction of Personal Officer Devices (PODs), indicating a significant shift towards electronic advancements. This aligns with the broader trend of organisations adopting digital technologies to enhance efficiency and streamline processes (Cascio and Montealegre 2016). The use of electronic devices, such as PODs, can potentially lead to faster data processing, improved communication, and reduced reliance on traditional paper-based methods.

"At the moment, there is a big change taking place if I can elaborate on that, the electronic part of it, it's going towards a big change..." (Middle Manager 2).

The arrival of Personal Officer Devices (PODs)..." (Traffic Officer 5).

The arrival of PODs introduced a new dimension to work processes, potentially influencing data management, communication, and documentation. More so, the

installation of cameras in operational vehicles is highlighted by Traffic Officer 5 as another recent change. The introduction of surveillance technology can have implications for accountability, safety, and performance monitoring. For example, the use of electronic devices in law enforcement, such as PODs and in-car cameras, has been studied for its potential benefits in improving efficiency, communication, and accountability (Griffiths *et al.* 2018). However, the successful implementation of such technologies requires careful consideration of organisational culture and employee perceptions (Mishra and Bhatti 2018). For instance, it may raise concerns related to privacy, trust, and the perceived level of scrutiny by employees (Vallas 2015). Irregular or unexpected changes in work schedules can lead to increased stress and decreased job satisfaction (Kroshus *et al.* 2019). Effective communication and employee involvement in decision-making processes are crucial during shift reshuffling to mitigate potential negative impacts (Cascio and Montealegre 2016).

The installation of cameras in operational vehicles introduced the use of surveillance technology within the organisation. Research suggests that the implementation of surveillance technologies can create a complex interplay between organisational control and employee perceptions (Lyon 2007). The perceived fairness and transparency in the use of such technologies can influence employee attitudes and behaviours (Mittal and Dean 2015). Both the shift reshuffling and camera installation represent changes that impact the daily routines and operational processes of traffic officers. Effective communication and change management practices are critical in ensuring that employees understand the reasons for the changes and feel involved in the decision-making process (Cameron and Green 2015).

Subtheme 1.3: Lack of Change

A lack of change emerges from the transcribed interviews as Middle Manager 3 and Traffic Officer 8 expressed the perception that conditions within the organisation have remained consistent without significant alterations. Both Middle Manager 3 and Traffic Officer 8 conveyed a sense of organisational stability and continuity. Middle Manager 3 mentioned that the trajectory had remained consistent over the last few years, while Traffic Officer 8 stated that things had remained the same for an extended period. This

suggests a perception of organisational inertia or a lack of noticeable disruptions in the usual patterns of operation (Cameron and Green 2015).

"No, things have continued on the same trajectory over the last few years, so there hasn't been much change that could have been observed." (Middle Manager 3).

"I haven't observed any change, things have remained as they have been, for the longest of time. In terms of the way we conduct our duties as traffic officers, there is no change..." (Traffic Officer 8).

The lack of observed change is subjective and based on the perceptions of Middle Manager 3 and Traffic Officer 8. Employee perceptions of change are crucial because they influence attitudes, job satisfaction, and overall organisational culture (Armenakis, Harris and Mossholder 1993). A perceived lack of change may lead to feelings of stagnation or, conversely, a sense of stability and predictability. While stability can contribute to a sense of continuity and familiarity, an extended lack of change may also have potential downsides. It could lead to complacency, resistance to future changes, or a missed opportunity for organisational improvement and adaptation (Ford and Ford 2009). Organisations often need a balance between stability and adaptability to thrive in dynamic environments. However, balancing stability and adaptability is a key challenge for organisations (Cameron and Green 2015). Leaders need to assess the appropriate level of change to ensure the organisation remains resilient and competitive (Burnes 2004).

5.3.2 Theme 2: Rationale for Change in the Organisation

This theme explored the rationale for change in the KZN RTI organisation. From the data transcribed and analysed, seven rationales for change were uncovered. Figure 5.2 visibly provides the rationales for change in the organisation. Each of these rationales is extensively discussed below:



Figure 5.2 Visualising the rationale for the change in the organisation.

Subtheme 2.1: Operational Inefficiencies

The first rationale uncovered for change in the organisation is attributed to operational inefficiencies. Some of the interviewed participants provided their perceptions of inefficiencies within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). Supervisor 1 emphasised the need for 24-hour shifts to ensure continuous coverage on busy roads. The mention of the current modus operandi being insufficient indicates a perceived gap in operational strategies, suggesting that the existing methods are not meeting the demands of the environment. This aligns with the idea that operational efficiency is crucial for effective law enforcement on busy roads (Cameron and Green 2015).

"We need to see 24-hour shifts for 24-hour coverage on busy roads...current modus operandi is insufficient." (Supervisor 1).

Supervisor 2's response focused on boosting the morale of traffic officers. While not explicitly detailing operational inefficiencies, the emphasis on morale suggests a recognition that operational challenges can impact the well-being and motivation of personnel. This aligns with the understanding that organisational effectiveness is closely tied to employee satisfaction and engagement (Argenti 2018).

"Mainly, to boost the morale of traffic officers." (Supervisor 2).

Supervisor 3 directly stated that working conditions have worsened due to insufficient manpower and limited resources. This highlights tangible operational challenges that affect the daily work environment. The mention of limited resources suggests that resource allocation and management may be contributing to inefficiencies (Cameron and Green 2015).

"Working conditions have worsened, with insufficient manpower and limited resources." (Supervisor 3).

Supervisor 4 brings an international perspective, advocating for alignment with international standards. This suggests a recognition that operational practices may not be meeting global benchmarks, and there is a need to modernize and improve methods. Aligning with international standards can enhance the organisation's credibility and effectiveness (Argenti 2018).

"Align to international standards due to being a major tourist destination." (Supervisor 4).

Senior Manager 1 pointed out that structural processes have seen little change to adapt to the current environment. This emphasises the need for organisational adaptability and flexibility in operational processes to address contemporary challenges. The lack of change in structural processes may contribute to operational inefficiencies (Cameron and Green 2015).

"Structural processes have seen little change to adapt to the current environment." (Senior Manager 1).

Supervisor 1's mention of the need for 24-hour shifts aligns with the literature emphasising the importance of continuous coverage for effective law enforcement on busy roads (Cameron and Green 2015). Adequate resources, including manpower, are crucial for maintaining such operational capabilities. Supervisor 2's focus on boosting the morale of traffic officers recognises the link between employee morale and organisational effectiveness. A satisfied and motivated workforce is more likely to contribute positively to operational efficiency (Argenti 2018). Supervisor 3's explicit mention of worsened working conditions and limited resources highlights tangible challenges within the operational environment. Limited resources can hinder efficiency and effectiveness, emphasising the need for strategic resource management (Cameron and Green 2015).

Supervisor 4's call to align with international standards reflects a recognition that operational practices may need to evolve to meet global benchmarks. This aligns with the idea that organisations operating in dynamic environments should continuously adapt to remain effective (Argenti 2018). Senior Manager 1's observation that structural processes have seen little change highlights the importance of organisational adaptability. Operational inefficiencies may arise when organisational structures and processes are not aligned with the evolving external environment (Cameron and Green 2015).

Subtheme 2.2: Technological and Social Shifts

Another rationale uncovered for change in the KZN RTI is attributable to technological and social shifts. Some of the participants reveal their perceptions of the need for change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) in response to technological advancements and evolving social dynamics. Senior Manager 2 emphasises the democratic nature of the country and the public's awareness of their rights. The call to "change and accommodate the public" suggests a recognition of societal shifts and the need for the organisation to align with democratic principles and meet public expectations.

"We live in a democratic country where people know their rights...We have to change and accommodate the public." (Senior Manager 2).

Middle Manager 1 directly addressed the challenge of older managers not being familiar with technological changes. The need to "prepare and embrace changes" highlights the

crucial role of technology in contemporary organisational practices. This aligns with the idea that technological advancements are integral to organisational effectiveness (Cameron and Green 2015).

"Older managers are not familiar with technological changes...need to prepare and embrace changes." (Middle Manager 1).

Middle Manager 3 characterised the inspectorate as a dynamic organisation and emphasised that change is necessary to adapt to the evolving times. The acknowledgment of the dynamic nature of the organisation and the imperative for change aligns with the concept that organisational adaptability is key to success (Cameron and Green 2015).

"The inspectorate is a dynamic organisation...change is necessary to meet the changes of the time." (Middle Manager 3).

Junior Manager 2 linked the need for change to insufficient manpower and issues in the supply chain management process. This suggests that technological and process-oriented changes are necessary to address manpower challenges and enhance operational efficiency.

"Change is needed because we have insufficient manpower...supply chain management process is failing us." (Junior Manager 2).

Traffic Officer 2 identified the goal of eliminating corruption and wrongdoings within the department as a reason for change. This aligns with the need for a social shift in organisational culture, emphasising integrity and transparency (Argenti 2018).

"To eliminate corruption and any wrongdoings within the department." (Traffic Officer 2)

Senior Manager 2's emphasis on accommodating the public and aligning with democratic principles aligns with the literature that underscores the importance of organisations adapting to societal expectations and values (Argenti 2018). Middle Manager 1's acknowledgment of older managers not adapting to technological changes reflects the challenge of technological adaptability within organisations. Embracing technological shifts is crucial for staying relevant and efficient in contemporary business environments (Cameron and Green 2015). Middle Manager 3's characterization of the organisation as

dynamic underscored the need for organisational dynamism. Adapting to changes in technology and societal norms is essential for organisations to remain effective and competitive (Cameron and Green 2015).

Junior Manager 2's link between change, insufficient manpower, and supply chain challenges aligns with the literature on the role of technological and process-oriented changes in addressing operational inefficiencies and enhancing organisational performance (Cameron and Green 2015). Traffic Officer 2's focus on eliminating corruption aligns with the need for a social shift in organisational culture. Addressing cultural issues is essential for fostering a healthy work environment and maintaining public trust (Argenti 2018).

Subtheme 2.3: Personnel Morale and Well-being

Personnel morale and well-being were uncovered as among the rationale for change within the organisation. Some of the participants' recognition of low morale among traffic officers within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) suggests the need for change. Supervisor 2 emphasised the need to boost the morale of traffic officers. While not explicitly detailing the reasons for low morale, the acknowledgment of the need for improvement suggests that challenges are impacting the well-being of personnel.

"Mainly, to boost the morale of traffic officers." (Supervisor 2)

Supervisor 3 explicitly states that morale is low and emphasises the urgency of addressing this issue. The mention of "something has to be done to change that" indicates a recognition that low morale is a problem that requires intervention.

"The morale is low...something has to be done to change that." (Supervisor 3).

Junior Manager 1 echoed the sentiment of low morale among traffic officers and highlighted the importance of meeting the needs of officers. This suggests a connection between addressing the well-being of personnel and improving their morale.

"The morale is down...the needs of the officers need to be met." (Junior Manager 1).

Junior Manager 3 reiterated the need for change to boost the morale of traffic officers. The repetition of this theme across multiple participants underscores the significance of personnel morale as a critical area for improvement.

"Change is needed to boost the morale of the traffic officers." (Junior Manager 3).

The participant's acknowledgment of low morale among traffic officers aligns with the literature suggesting that low morale can have adverse effects on organisational effectiveness, including reduced productivity and increased turnover (Argenti 2018). The call to boost morale and meet the needs of officers suggests a recognition that organisational culture and employee well-being are interconnected. A positive and supportive organisational culture is crucial for enhancing well-being and morale (Cameron and Green 2015). The participants' emphasis on the need for change to address personnel concerns reflects the importance of listening to employee feedback and taking action to improve their work environment. Addressing concerns can contribute to a positive organisational climate (Cameron and Green 2015). The explicit statements about the need for action to change low morale suggest that participants see this issue as requiring management intervention. This aligns with the idea that effective leadership plays a key role in shaping organisational culture and employee well-being (Argenti 2018).

Subtheme 2.4: Adapting to Change in External Environment

Adapting to change in the external environment was viewed as a rationale for change in the organisation. Some of the participants recognised the dynamic nature of the external environment and the need for the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) to adapt to these changes. Senior Manager 2 emphasises the dynamic nature of the world and the need to prepare and embrace changes. The mention of a dynamic environment indicates an understanding that external factors are continually evolving and influencing the organisation.

"Because things are changing, we are in a dynamic world and environment, so things are changing, we need to prepare, we need to embrace changes." (Senior Manager 2).

Senior Manager 3 highlighted the diversity within the organisation, comprising different age groups, nationalities, races, and cultures. The need for change is justified by the

necessity for diversity management, suggesting an awareness of the changing demographics and cultural landscape.

"Absolutely needed because we are a diverse bunch of officers, different age groups, different nationalities, different races, different cultures, and we need to look at change because we need diversity management." (Senior manager 3).

Field Supervisor 3 noted that the dynamics of the country have changed since the inception of KZN RTI and stressed the need for the organisation to be in pace with these changes. This recognition emphasises the importance of aligning organisational strategies with broader societal shifts.

"The dynamics of our country have changed from the inception of KZN RTI, and KZN RTI needs to be in pace with the change." (Field Supervisor 3).

The participant's acknowledgement of the dynamic external environment aligns with the literature emphasising the importance of organisational adaptability to changes in the external environment (Cameron and Green 2015). Organisations that are responsive to external shifts are better positioned for long-term success. Senior Manager 3's emphasis on diversity management reflects the understanding that organisations must adapt to changing demographics and cultural landscapes. Diversity management is recognised as a strategic imperative for fostering innovation and maintaining a competitive edge (Cameron and Green 2015).

Field Supervisor 3's recognition of the country's changing dynamics underscores the importance of aligning organisational strategies with broader societal changes. Organisations that stay attuned to societal dynamics can proactively address emerging challenges and opportunities (Cameron and Green 2015). Senior Manager 2's mention of the need to prepare for changes indicates a strategic approach to organisational adaptation. Strategic preparation involves anticipating changes and proactively positioning the organisation to navigate them effectively (Cameron and Green 2015).

Subtheme 2.5: Addressing Systemic Issues and Gaps

Addressing systemic issues and gaps within the organisation was hinted at as a rationale for change. Some participants recognised the deep-seated challenges within the

KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) that necessitate change. Senior Manager 1 points out the outdated configuration of RTI, highlighting its pre-1994 structure. The recognition that years go by, and the environment changes, emphasises the need for organisational responsiveness to the evolving context.

"The current configuration of RTI is a Pre-1994 and up to the 1994 amalgamation. Change is necessary because years go by, and the environment also changes and that requires our response." (Senior Manager 1).

Middle Manager 1 emphasised the presence of older individuals who may have lost interest or are not aligned with current happenings in the country. This observation underscores the challenge of adapting to changing demographics and the impact of outdated practices on employee engagement.

"You have old people of which some of them have lost interest, and some of them are not in line with what is currently happening in our country." (Middle manager 1).

Junior Manager 1 directly addressed the issue of low morale and stressed the urgency of changing the current situation. The connection between morale and the need for change suggests that systemic issues are affecting the well-being and effectiveness of employees.

"Currently the morale is down, and something has to be done to change that." (Junior Manager 1).

Traffic Officer 3 identified a systemic issue related to top management, noting a lack of consultation with lower-level employees. Adverse impacts of decisions on field staff highlight the importance of inclusive decision-making processes.

"Especially by the top management, they do not consult with lower-level employees and those on the field. Most of their decisions adversely affect us." (Traffic Officer 3).

In summary, the above statements highlight the participants' recognition of systemic issues and gaps within the KZN RTI, including outdated structures, demographic challenges, low morale, and insufficient consultation in decision-making. Addressing these deep-seated challenges is viewed as essential for the organisation to evolve and remain effective in a changing environment. Senior Manager 1's mention of the pre-1994

configuration of RTI aligns with the literature emphasising the impact of organisational structure on adaptability. Outdated structures may hinder responsiveness to changing environments (Cameron and Green 2015).

Middle Manager 1's observation of older individuals highlighted the demographic challenges organisations face. An aging workforce can pose challenges in terms of adapting to new technologies and changing societal norms (Cameron and Green 2015). Junior Manager 1's emphasis on low morale as a factor requiring change resonates with research indicating that employee morale is linked to organisational effectiveness (Argenti, 2018). Addressing moral issues is crucial for improving overall organisational performance. Traffic Officer 3's observation of a lack of consultation with lower-level employees underscores the importance of inclusive decision-making. Inclusive processes contribute to employee engagement and organisational effectiveness (Cameron and Green 2015).

Subtheme 2.6: Organisational Reputation and Public Perception

The reputation of the organisation as well as public perception of it necessitated the need for change. Some of the interviewed participants raise concerns regarding the perceived image of the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) and the potential impact on public perception. Senior Manager 1 highlights the need for protective measures to safeguard the organisation and its employees. This implies a recognition that the reputation of the organisation plays a crucial role in its overall well-being and success. "There are many instances where you feel the organisation should be taking necessary steps to protect this organisation and its employees." (Senior Manager 1).

Traffic Officer 5 pointed out a decline in respect for the organisation, indicating a negative shift in public perception. The concern about diminishing respect emphasises the importance of maintaining a positive image in the eyes of the public.

"There are a lot of things that are plummeting, people don't have respect for this organisation anymore." (Traffic Officer 5).

Traffic Officer 8 identified a communication gap between operational staff and managers, suggesting that ineffective communication may contribute to challenges in managing the

organisational reputation. Effective communication is crucial for shaping public perceptions (Coombs and Holladay 2014).

"There is a gap between the operational staff and managers. There is no clear communication and no proper linking of activities." (Traffic Officer 8).

The concern expressed by Senior Manager 1 aligned with the literature emphasising the critical link between organisational reputation and overall success (Fombrun and Shanley 1990). Protecting the organisation's reputation is essential for long-term sustainability. Traffic Officer 8's observation of a communication gap resonates with literature highlighting the impact of communication on public perception (Coombs and Holladay 2014). Effective communication is key to managing and enhancing organisational reputation. Traffic Officer 5's concern about a decline in respect reflects the understanding that public perception shapes the organisational image. The public's perception of an organisation influences its relationships with stakeholders and the broader community (Fombrun and Van Riel 2004).

In summary, the subtheme underscores the participants' awareness of the importance of organisational reputation and public perception. The need for protective measures, concerns about diminishing respect, and the recognition of communication gaps highlight the multifaceted nature of managing the image of the KZN RTI. Improving communication strategies and taking proactive steps to enhance the organisation's reputation are essential considerations for addressing these concerns.

Subtheme 2.7: Communication and Coordination

From the previous subtheme, it is reasonable to agree that the organisation lacks coordinated communication. This subtheme highlights the challenges related to the timely and effective transmission of information within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). Supervisor 2 identifies a challenge of late communication, indicating a potential disruption in the flow of information. Late communication can hinder the organisation's ability to respond promptly to changes or challenges (Gudykunst and Kim 1992).

"It's communicated sometimes very late, which is a challenge." (Supervisor 2).

Senior Manager 2 expressed a perception of a communication gap, suggesting that there may be issues in the clarity or completeness of information transmitted. Communication gaps can lead to misunderstandings and hinder organisational effectiveness (Wrench, Garrett and King 2013).

"I would say no; there is always a gap when it comes to communication." (Senior Manager 2).

Middle Manager 3 emphasises the need for improvement in communication. This aligns with the literature, which highlights the importance of continuous improvement in communication processes to enhance organisational performance (Shockley-Zalabak 2011).

"Improvement in this area is necessary." (Middle Manager 3).

Junior Manager 2 describes the communication flow from the head office to the region and then to the lower levels. The mention of receiving information sometimes on time and sometimes at the last minute suggests inconsistencies in the communication process, which can impact coordination (Gudykunst and Kim 1992).

"How communication is conducted is that everything from the head office goes to the region, and from the region, it is sent to us, but unfortunately, we sometimes get things on time and sometimes you get them on the last minute." (Junior manager 2).

In summary, the subtheme underscores the challenges in communication and coordination within the KZN RTI. Timely, clear, and consistent communication is essential for effective organisational coordination, and addressing these challenges can contribute to improved overall performance.

5.3.3 Theme 3: Departmental Framework for Change Management

Theme 3 explores the presence or absence of structured guidelines within organisational departments to facilitate and govern change initiatives. This aspect of organisational dynamics scrutinizes whether formal frameworks or standards are in place to guide the process of change management. It delves into how departments within an organisation approach change, examining whether there are established protocols, procedures, or

frameworks specifically tailored to manage and navigate organisational transitions. This theme is pivotal in understanding the level of preparedness and strategic approach taken by departments when changing, highlighting the importance of structured methodologies in fostering successful organisational transformations.

Subtheme 3.1 Absence of Formal Change Management Framework

The consistent theme across responses is the lack of awareness or recognition of any established framework for managing organisational change. This indicates a significant gap in the organisation's infrastructure for effectively implementing and overseeing changes. Without a structured approach to change management, the organisation is prone to encountering challenges such as resistance, confusion, and inefficiency during change initiatives.

"I have got no clue about it. If there is something out there, then they have to work harder because obviously, it's not working." (Field Supervisor 1).

"I have never seen it or I have forgotten it or it was implemented before I arrived." (Junior Manager 1).

Traffic Officer 6: "I have never seen anything related to this." (Traffic Officer 6).

"I am not aware of any, to be honest, I have never come across one in the KZN RTI, if it's there, I have never seen it" (Senior Manager 1).

The above statements reflect a common sentiment among participants regarding the absence of a formal change management framework within the organisation. Employees across different roles, including field supervisors, junior managers, and traffic officers, express a lack of awareness or recognition regarding any established guidelines or procedures for managing organisational change. This indicates a significant gap in the organisation's infrastructure for effectively implementing and overseeing changes. Without a structured approach to change management, the organisation is susceptible to encountering various challenges, including resistance, confusion, and inefficiency during change initiatives.

Research emphasises the importance of having a structured approach to change management within organisations. According to Kotter's 8-Step Process for Leading Change, having a clear framework helps organisations navigate through the complexities

of change by providing a systematic approach to planning, implementing, and sustaining change initiatives (Kotter 1996). Organisations that lack formal change management frameworks often face difficulties in managing resistance, aligning stakeholders, and maintaining momentum throughout the change process. Without clear guidelines and procedures, employees may feel uncertain or resistant to change, leading to disruptions in productivity and morale (Cameron and Green 2015). Furthermore, research suggests that organisations with well-established change management frameworks are better equipped to overcome challenges associated with change implementation. These frameworks provide a roadmap for effectively communicating changes, engaging stakeholders, and addressing resistance, ultimately improving the likelihood of successful outcomes (Cameron and Green 2015).

In summary, the absence of a formal change management framework within the organisation highlights the need for implementing structured approaches to managing organisational change. By establishing clear guidelines and procedures, the organisation can mitigate challenges associated with change initiatives and improve overall effectiveness in navigating transitions.

Subtheme 3.2: Absence of Specific Change Management Frameworks

The responses provided highlight a perceived lack of specific guidance or frameworks for change management within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). Middle Manager 2 mentions receiving instructions in the form of directives and circulars from head office but indicates the absence of a distinct framework focusing on change or change management.

"But we usually get instructions in the form of directives and circulars from head office then we need to sit down and think on our own how to implement them. I haven't seen any framework focusing specifically on change or change management." (Middle manager 2).

The reliance on instructions in the form of directives and circulars suggests that employees receive top-down commands without a structured framework for managing change. While these directives may provide specific tasks or actions, they may lack the holistic approach and guidance necessary for effective change management (Cameron

and Green 2015). Senior Manager 1 acknowledges the existence of a departmental framework but clarifies that it was developed for the KwaZulu-Natal Department of Transport (KZN DOT), not specifically for the KZN RTI.

"There is a departmental framework that was developed by the Organisational Development, but it was for the KwaZulu-Natal Department of Transport (KZN DOT) and not the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) per se." (Senior manager 1).

The absence of a specific framework for change or change management indicates a gap in the organisation's infrastructure for effectively implementing and overseeing changes. Without a dedicated framework, employees may lack the necessary tools, processes, and support mechanisms to navigate change initiatives successfully (Hayes 2018).

Traffic Officer 7 refers to existing policies guiding duties but expresses uncertainty about their effectiveness in managing change. Traffic Officer 8 also expresses unawareness of any framework or standards and doubts their effectiveness if they exist.

"There are policies that guide us on how to conduct our duties. For example, policies of acting in higher positions, and policies on how to use overtime. I perceive these policies as a departmental framework and standard for implementing and managing change because every change has to be supported by a policy." (Traffic Officer 7).

"I am not aware of any framework or standards, and I don't think there is one because if it was in place we would have seen or heard about it. If there is, it is not effective." (Traffic Officer 8).

The mention of existing policies guiding duties highlights a potential source of guidance for managing change. However, the uncertainty expressed by Traffic Officer 7 about the effectiveness of these policies in managing change suggests that they may not adequately address the complexities and challenges associated with organisational change (Bovey and Hede 2001). Furthermore, the perception of ineffectiveness regarding any existing framework or standards, as expressed by Traffic Officer 8, underscores the importance of not only having frameworks in place but also ensuring their efficacy and relevance to the organisation's needs (Beer and Nohria 2000).

In summary, the responses suggest a perceived dearth of clear and comprehensive guidance for change initiatives within the organisation, highlighting the need to develop and implement effective change management frameworks tailored to the specific context of the KZN RTI.

Subtheme 3.3: District Model Implementation

The subtheme reflects discussions within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) regarding the potential adoption of a district-based organisational structure. Middle Managers express both optimism and concerns regarding this proposed model, highlighting anticipated benefits and potential challenges associated with its implementation. Middle Manager 1 illuminated the district model proposal, wherein all stations would report to a district, each with its senior management. This suggests a shift towards decentralisation, potentially leading to improved coordination and efficiency at the district level.

"Currently, there are talks of going into the district model, where all stations are going to report to a district... The KwaZulu-Natal Province has about 11 districts, and the district model proposes that each district should have its Senior management for the KZN RTI..." (Middle manager 1).

The middle manager 2, on the other hand, questions the effectiveness of existing national traffic police structures, highlighting concerns about their legislative status and the allocation of resources. This raises broader questions about the governance and resource allocation within the road traffic management sector.

"When you look at the Road Traffic Management Corporation National Traffic Police (RTMC NTP), why are they existing when they are not legislated properly, they travel all over the country and a lot of money is spent on their accommodation, traveling, etc..." (Middle manager 2).

The subtheme highlights the potential benefits and challenges associated with the implementation of a district model within the KZN RTI. Decentralisation aims to delegate decision-making authority to lower levels of the organisation, leading to improved responsiveness and efficiency (Bass and Bass 2008). While decentralisation may lead to improved efficiency and responsiveness, concerns about governance, legislative status,

and resource allocation need to be addressed to ensure the success of the proposed model. By establishing district-level management structures, the KZN RTI may enhance its ability to address local needs and challenges effectively. Effective governance and resource allocation are critical for optimizing the performance of law enforcement agencies (Deka 2007). Questions raised about the legislative status and resource allocation of national traffic police structures underscore the importance of transparent and accountable governance practices.

5.3.4 Theme 4: Organisational Readiness for Change

Theme 4 explored the organisation's ability to effectively adapt and implement change initiatives. Drawing from research by Armenakis *et al.* (2007), organisational readiness encompasses factors such as leadership support, employee engagement, and resource availability. This theme aligns with the theoretical framework proposed by Holt *et al.* (2007), which emphasises the importance of assessing an organisation's capacity for change. Additionally, the work of Werner *et al.* (2009) highlights the significance of understanding organisational readiness as a precursor to successful change implementation. From the data transcribed, a mixed perception of the organisational readiness for change was uncovered from the responses. While some of the participants believed that the organisation was ready for change, otherwise had contrary opinions. These are further elaborated below and visualised in Figure 5.3

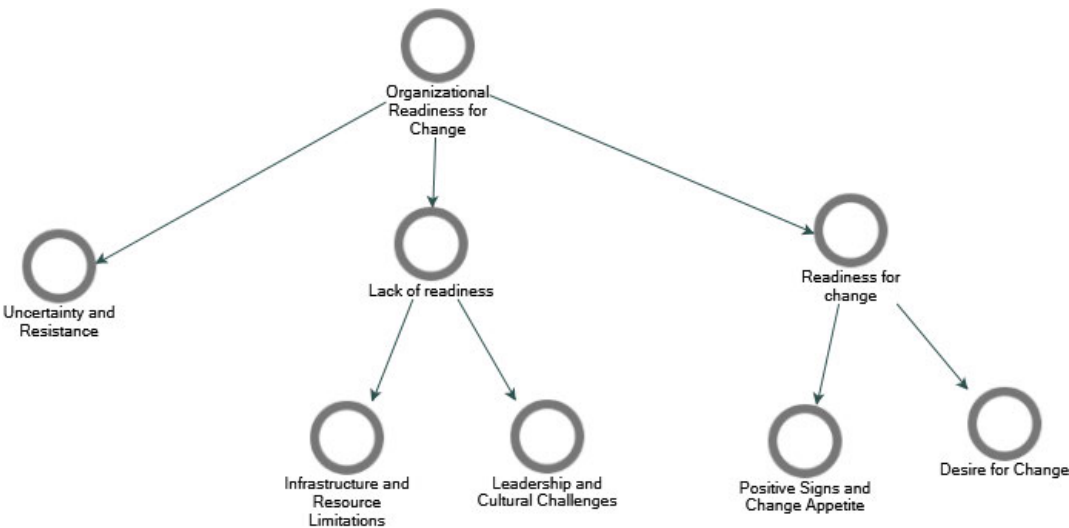


Figure 5.3 Visualisation of organisational readiness for change in the KZN-RTI

Subtheme 4.1: Lack of readiness

From the data analysed, many of the participants highlight that the organisation is not ready for change. The reasons provided include:

- **Infrastructure and Resource Limitations**

Some of the participants highlight the challenges faced by the organisation due to insufficient manpower and outdated equipment, impacting its readiness for change. This lack of resources poses significant obstacles to effectively managing and implementing changes within the organisation. The respondents point out that without adequate manpower and tools of trade, it becomes difficult to navigate technological changes and ensure successful transitions.

Supervisor 1 emphasises the importance of proper resource management in facilitating change, indicating that insufficient manpower and tools can impede the organisation's ability to adapt to new technologies or processes.

“Change involves various factors, including insufficient manpower and tools of trade, necessitating proper management of resources.” (Supervisor 1).

Junior Manager 1 echoes this sentiment, noting that the organisation is not fully prepared for technological change due to limited manpower and outdated equipment.

“Not fully ready for technological change due to insufficient manpower and outdated equipment.” (Junior manager).

Traffic Officer 4 further underscores the challenges posed by resource limitations, highlighting the negative impact on change communication and attitudes. Without sufficient resources to support change initiatives, effective communication becomes more challenging, and negative attitudes may arise among employees who feel ill-equipped to handle changes effectively.

“Lack of effective change communication, negative attitudes, and limited resources hinder readiness.” (Traffic Officer 4).

The above statements align with the broader literature on organisational change, which emphasises the critical role of resources in facilitating successful change implementation. Research suggests that organisations must invest in adequate resources, including

manpower and technology, to support change initiatives effectively (Hayes 2018). Moreover, resource limitations can contribute to resistance to change and hinder organisational readiness for change (Burnes 2009).

Overall, the responses underscore the importance of addressing infrastructure and resource limitations to enhance organisational readiness and effectiveness in managing change.

- **Leadership and Cultural Challenges**

Equally, the participants highlight the leadership and cultural challenges that impede change readiness within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). The statements provided by Supervisor 4, Senior Manager 3, and Junior Manager 3 shed light on various aspects of these challenges, including corruption, diverse attitudes toward change, and perceived leadership indifference.

Supervisor 4 identifies corruption as a significant impediment to change and emphasises the importance of leadership responsiveness to the concerns of subordinates for improvement.

"Corruption is a major setback. If the people at the top can listen to the people at the bottom, we can improve." (Supervisor 4).

Supervisor 4's mention of corruption as a major setback highlights the toxic influence it has on organisational culture and change efforts. Corruption undermines trust, integrity, and accountability, hindering the organisation's ability to effectively implement and sustain change initiatives (Caiden 1989). Additionally, Supervisor 4 emphasises the importance of leadership responsiveness to the concerns of subordinates, suggesting that a top-down approach to change is essential for improvement (Kotter 2012).

Senior Manager 3 highlights the diverse workforce and questions whether there is a collective appetite for change, emphasising the importance of individual attitudes toward embracing change.

"Different variables and different types of people...are we having an appetite for change as an officer to accept change?" (Senior Manager 3).

Senior Manager 3's statement draws attention to the diverse workforce within the organisation and questions whether there is a collective appetite for change. This highlights the cultural aspect of change readiness, as individual attitudes toward change can vary widely based on factors such as experience, background, and personal beliefs (Armenakis *et al.* 2017). Recognising and addressing these differences is crucial for fostering a more inclusive and supportive environment for change.

Junior Manager 3 points to perceived indifference in top management, suggesting a disconnect between leadership and the workforce, hindering the organisation's readiness for change.

"Top management...do not care about what the people or officials are saying...we as citizens are not ready to change and move forward." (Junior Manager 3).

Junior Manager 3's perspective on perceived leadership indifference underscores the importance of effective leadership communication and engagement in driving change. When employees feel that leadership does not value their input or concerns, it can lead to disengagement, resistance, and a lack of motivation to embrace change initiatives (Oreg and Berson 2019). Building trust and fostering open communication channels between leadership and employees are essential for overcoming these barriers.

Overall, the above statements highlight the complex interplay between leadership dynamics, organisational culture, and change readiness. Addressing these challenges requires a multifaceted approach that focuses on promoting ethical leadership, fostering a culture of transparency and accountability, and actively engaging employees in the change process.

Subtheme 4.2: Readiness for change

Among the participants who believe that the organisation is ready for change, they base their views on the following:

- **Positive Signs and Change Appetite**

The analysis of the transcribed data reveals the positive signs and appetite for change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as highlighted by Supervisor 4, Middle Manager 1, Field Supervisor 2, and Field Supervisor 1. These

extracted statements shed light on the varying perspectives regarding readiness for change within the organisation. Supervisor 4 acknowledges the presence of readiness for change but identifies corruption as a significant obstacle. This recognition suggests that while positive signs exist, such as a desire for improvement, addressing systemic issues like corruption is crucial for realizing meaningful change (Gupta *et al.* 2002).

"It is ready for change, but corruption is a major setback. If the people at the top can listen to the people at the bottom, we can improve." (Supervisor 4).

Middle Manager 1 expresses optimism about the organisation's readiness, attributing it to the presence of a new, dynamic leadership figure. This sentiment aligns with literature emphasising the pivotal role of leadership in driving organisational change (Kotter 2012). A proactive and visionary leader can inspire confidence and motivate employees to embrace change initiatives.

"I believe we are ready for change. With this new MEC who is young, flexible, and active, I believe we are ready." (Middle Manager 1).

Field Supervisor 2 points to observed positive signs within the organisation, such as new hires and resource acquisitions, as indicators of readiness for change. These tangible improvements signal a proactive approach to addressing challenges and suggest a willingness to adapt to new circumstances (Armenakis *et al.* 2007).

"I believe so because we have seen some positive signs...KZN RTI is ready for change." (Field Supervisor 2).

Field Supervisor 1 provides a nuanced perspective on readiness, acknowledging both willingness and reluctance among individuals to change. This recognition of varying attitudes underscores the complexity of organisational change and the need for tailored strategies to engage diverse stakeholders (Oreg and Berson 2019).

Field Supervisor 1:

"Yes and no. Yes being that there are people that are willing to change, that are willing to change for the better, and they are a few."(Field Supervisor 1).

Overall, the above statements highlight the presence of positive signs and an appetite for change within the KZN RTI. However, addressing systemic issues like corruption and

navigating individual differences in readiness are essential for effectively harnessing this momentum and driving meaningful organisational change.

- **Desire for change**

More so, it was uncovered that there is a desire for change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as articulated by Senior Manager 2, Middle Manager 3, Junior Manager 2, and Traffic Officer 9. Their views provide insights into the diverse perspectives regarding the organisation's readiness and appetite for change. Senior Manager 2 highlights the importance of recognising the organisation's diverse readiness levels. By acknowledging that some individuals may be more prepared for change than others, Senior Manager 2 underscores the need for targeted preparation efforts to address resistance and ensure successful change implementation (Armenakis *et al.* 2007).

"I would like to respond this way, by not treating KZN RTI as an isolated unit, but approaching it in small packages, there are those that are ready and there are those that still need to be prepared for changes because it is human nature that there will be those who will resist changes so there is work to be done in all categories." (Senior manager 2).

Middle Manager 3 expresses belief in the readiness for change, emphasising the individual aspect of adaptation over time. This perspective aligns with literature suggesting that individuals may initially resist change but can gradually adapt and embrace new ways of working (Eby *et al.* 2000). Middle Manager 3's optimism reflects a positive outlook on the organisation's capacity to evolve.

"I would think so, it is all dependant on individuals, remember change affects people, and change is not always comfortable, but it is necessary, and I think people adapt over time. I think the inspectorate is ready for change." (Middle manager 3).

Traffic Officer 9 expresses a strong desire for drastic changes, citing a perception of organisational decline and advocating for swift, impactful transformations. This sentiment echoes the urgency often associated with organisational revitalization efforts,

emphasising the need for bold action to address systemic issues and drive meaningful change (Burnes 2004).

"I think we are ready for a drastic change; we need someone who will just come and implement drastic changes because the organisation is dying. Slow processes will not be enough because things have been too slow for too long, thus ineffective. We need drastic changes, and we are ready." (Traffic Officer 9).

In contrast, Junior Manager 2 voices scepticism about the organisation's readiness, attributing it to divergent views and perspectives at higher levels. This sentiment underscores the importance of leadership alignment and effective communication in fostering a unified vision for change (Kotter 2012). Junior Manager 2's concerns highlight the challenges of navigating organisational dynamics and promoting collective buy-in for change initiatives.

"No. I think we would be ready for change if we were all talking the same language, but since we have different views and different perspectives at the higher levels, that sometimes never even reach the ground level, I do not see change as a possibility." (Junior manager 2).

Overall, the above statements reflect the complexity of managing expectations and fostering a unified desire for change within the KZN RTI. Recognising and addressing diverse perspectives, promoting effective communication, and implementing impactful interventions are essential for navigating the organisation's transformation journey.

Subtheme 4.3: Uncertainty and Resistance

Subtheme 4.3 explores the sentiments of uncertainty and resistance towards change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as articulated by Supervisor 1, Senior Manager 1, and Junior Manager 2.

Supervisor 1 expresses uncertainty and resistance by highlighting various challenges such as insufficient manpower and tools of trade, as well as the need for proper management of people. This perspective underscores the practical barriers and concerns that may impede readiness for change, emphasising the importance of addressing resource constraints and management issues before embarking on significant organisational transformations (Armenakis *et al.* 2007).

"Change involves several things...insufficient manpower, insufficient tools of trade, and there also has to be proper management of people." (Supervisor 1).

Senior Manager 1 acknowledges a sense of uncertainty, attributing it to the current instability in the environment. This recognition aligns with literature suggesting that organisational change efforts are often hindered by external factors such as market volatility or regulatory changes, which create a sense of unpredictability and reluctance to commit to new initiatives (Burnes 2004). Senior Manager 1's acknowledgment of the unstable environment highlights the importance of establishing stability as a prerequisite for effective change implementation.

"Partly ready, and partly ready because currently, the environment is unstable." (Senior Manager 1).

Junior Manager 2 highlights the need for alignment in perspectives among employees, suggesting that divergent views contribute to resistance to change. This observation underscores the significance of organisational culture and communication in shaping attitudes toward change (Eby *et al.* 2000). Junior Manager 2's emphasis on the importance of "talking the same language" reflects a desire for unity and consensus-building within the organisation to facilitate smoother change processes.

"I think we would be ready for change if we were all talking the same language." (Junior Manager 2).

Overall, the above statements underscore the challenges posed by uncertainty and resistance within the KZN RTI. Addressing these concerns requires a holistic approach that addresses practical barriers, establishes stability, and fosters alignment and communication among stakeholders to enhance readiness for change.

5.3.5 Theme 5: Individual Behaviour and Its Impact on Leadership Proposed Change

Theme 5 explores the role of individual attitudes and actions in influencing the success of organisational change efforts. This theme resonates with theories such as Lewin's Change Management Model, which underscores the importance of individual readiness

for change (Lewin 1947). Additionally, Kotter's Eight-Step Model emphasises the significance of addressing individual concerns and resistance during change initiatives (Kotter 1996). By examining how individual behaviours, such as resistance or support, interact with leadership-driven change proposals, this theme provides valuable insights into the dynamics of change adoption within the organisation. Understanding these dynamics is crucial for leaders seeking to navigate and facilitate effective change processes (Herscovitch and Meyer 2002). Figure 5.4 captures the individual behaviour that impacts on change management in the KZN-RTI.



Figure 5.4 Visualisation of individual behaviour and its impact on change management

Subtheme 5.1: Resistance Due to Lack of Involvement

The subtheme underscores the significant impact of employee participation in the change management process within the organisation. Supervisor 1's statement reflects a

common sentiment among individuals in the organisation, highlighting the negative repercussions of insufficient involvement in the planning and execution of change initiatives.

"Negatively, because change is never cascaded down properly... when people have not been involved in the planning for that change, they are likely to feel that the change is being implemented just to turn their lives upside down." (Supervisor 1).

The supervisor expresses dissatisfaction with the way change is communicated and implemented, emphasising that changes are not cascaded down properly to all levels of the organisation. This lack of effective communication and involvement in the planning process leads employees to perceive changes as disruptive and imposed, rather than collaborative efforts aimed at improvement. The resistance observed due to the lack of involvement aligns with existing research on change management, which emphasises the importance of employee participation and engagement in the change process.

Studies have shown that involving employees in the planning and decision-making stages of change initiatives enhances their commitment, ownership, and acceptance of the proposed changes (Armenakis *et al.* 2007). When employees feel excluded from the change process, they are more likely to resist or react negatively to the proposed changes, as they perceive them as external impositions rather than solutions co-created with their input. Effective communication and involvement in change initiatives are essential for addressing employee concerns, building trust, and fostering a sense of ownership and empowerment (Armenakis *et al.* 2007). Organisations that prioritize employee participation in change management processes are better equipped to overcome resistance, implement changes smoothly, and achieve desired outcomes.

To mitigate resistance due to lack of involvement, organisations should adopt participatory approaches to change management, such as involving employees in brainstorming sessions, soliciting feedback on proposed changes, and co-designing solutions with cross-functional teams (Cameron and Green 2015). By fostering a culture of collaboration and inclusivity, organisations can enhance employee buy-in and facilitate smoother transitions during periods of change.

Subtheme 5.2: Self-Centered Approach to Change

The subtheme sheds light on a prevalent attitude among individuals within the organisation, where personal benefits are prioritized over the broader organisational goals during periods of change. Supervisor 2 and Senior Manager 2 both highlight this tendency, indicating that some individuals may overlook the organisational perspective and desired outcomes of change initiatives, focusing instead on how the changes personally benefit them.

"People seem to want change that is going to benefit them only, not the organisation." (Supervisor 2).

"Individuals respond differently to what is proposed... they tend to not look at them at an organisational perspective and the desired outcomes... but look at what is it that the change brings to them personally." (Senior manager 2).

This self-centred approach poses challenges to the successful implementation of organisational change efforts, as it can lead to resistance, lack of cooperation, and diminished commitment from individuals who do not perceive direct personal benefits from the proposed changes. Moreover, it may hinder collaboration and teamwork essential for driving organisational success and achieving shared goals. The self-centred approach to change discussed aligns with psychological theories such as Maslow's hierarchy of needs, which suggests that individuals prioritize their personal needs and interests before considering broader organisational objectives (Maslow, 1943). According to this perspective, individuals are motivated by the fulfilment of their basic needs, including safety, esteem, and self-actualization, which may influence their response to change initiatives.

Organisational psychologists have also explored the concept of self-interest in the workplace and its implications for organisational behaviour and change management. Research suggests that individuals may resist change when they perceive it as threatening their personal interests, status, or autonomy within the organisation (Oreg 2006). This resistance can manifest in various forms, such as passive non-compliance, active opposition, or withdrawal from the change process. To address the self-centred approach to change, organisations must actively promote a culture of collaboration, shared purpose, and collective accountability. Leaders play a crucial role in fostering a

mindset shift by articulating a compelling vision for change, highlighting the collective benefits of proposed initiatives, and creating opportunities for dialogue and participation (Kotter 1996). By emphasising the importance of organisational goals and the collective welfare of all stakeholders, organisations can encourage individuals to transcend self-interest and embrace change as a means of achieving common objectives and driving sustainable organisational success.

Subtheme 5.3: Influence of Group Dynamics

The subtheme underscores the significant impact of group dynamics on individual behaviour and attitudes toward change within the organisation. Some of the participants express varied perspectives on the effectiveness of dealing with individuals versus groups when implementing change initiatives. While some advocate for individual-focused approaches, others emphasise the importance of considering group dynamics due to the influence of peer pressure and collective behaviour.

Senior Manager 3's preference for dealing with individuals suggests a belief that individual interactions may yield more predictable and controllable outcomes compared to addressing groups.

"It's better to deal with individuals, then to deal with a group." (Senior manager 3).

Conversely, Middle Manager 3 acknowledges the influence of group dynamics, particularly peer pressure, in shaping employees' responses to change.

"I believe that it's better to consider the group dynamic when approaching employees about change because there is a lot of peer pressure involved." (Middle manager 3).

Junior Manager 3 further highlights the emergence of cliques or groups that can collectively resist change efforts, complicating the change management process.

"It's debatable because people now don't go against change on their own, they do it in groups and cliques." (Junior manager 3).

Traffic Officer 6 reinforces this notion, noting that individuals may be more amenable to change when not influenced by group dynamics.

"In many instances individuals are easy to work with, but when they are in groups, they succumb to peer pressure." (Traffic officer 6).

The influence of group dynamics on individual behaviour and attitudes toward change has been extensively studied in organisational psychology and change management literature. Social identity theory posits that individuals derive their self-concept and behaviour from group membership, leading to in-group favouritism and out-group discrimination (Tajfel *et al.* 1979). In the context of change, employees may conform to group norms and resist change initiatives perceived as threatening to group cohesion or status (Elving 2005).

Research on group dynamics and organisational change suggests that peer pressure, social norms, and group cohesion can either facilitate or impede change efforts (Herscovitch and Meyer 2002). Groupthink, a phenomenon where group members prioritize consensus and conformity over critical thinking and innovation, can hinder effective decision-making and change implementation (Janis 1982). To address the influence of group dynamics on change, organisations must adopt strategies that recognise and leverage the power of groups while mitigating potential barriers to change. This may include fostering a culture of open communication, creating diverse change teams, providing opportunities for employee participation and input, and promoting psychological safety to encourage dissenting opinions (Kotter 1996; Edmondson 1999).

Subtheme 5.4: Socio-demographic divide

The subtheme illuminates the presence of distinct divisions within the organisation based on age, qualifications, and racial background. Participants highlight how these socio-demographic factors influence individuals' attitudes and responses to organisational change initiatives. Middle Manager 1 underscores the challenge faced by employees who have not acquired relevant tertiary qualifications for promotions, particularly those nearing retirement age. This demographic may perceive change as irrelevant or too late to pursue further education.

"Some who have not yet obtained relevant tertiary qualifications for promotions and those who are close to retirement feel it's too late for them to obtain these qualifications." (Middle Manager 1).

Senior Manager 2 acknowledges the variability in individual responses to proposed changes, suggesting that the impact of change initiatives depends on how they affect each person individually.

"Individuals respond differently to what is proposed... it depends on how that change is going to affect a particular individual." (Senior Manager 2).

Junior Manager 1 suggests that some employees resist change due to a prolonged adherence to established practices, reflecting a reluctance to adapt after many years of familiarity with existing processes.

"Some will tell you straight that it will take very long for them to change because they have been stuck in the same ways for more than 10 years." (Junior Manager 1).

Traffic Officer 3 brings attention to racial divisions within the workforce, highlighting a lack of respect and perceived superiority among certain racial groups.

"The difference of racial groups, some races don't respect other races, they always see their races as being superior to others." (Traffic Officer 3).

The presence of socio-demographic divides in organisations during periods of change is a well-documented phenomenon in organisational behaviour literature. Age, qualifications, and racial background can significantly influence employees' perceptions, attitudes, and responses to change initiatives (Kotter 1996; Armenakis *et al.* 2007). Research indicates that older employees, particularly those close to retirement, may exhibit resistance to change due to concerns about their ability to adapt to new technologies or methodologies (Dent and Goldberg 1999). Similarly, employees without relevant qualifications for advancement may feel marginalized or disenfranchised during periods of organisational change (Van Dick and Wagner 2002).

Racial or ethnic differences can also contribute to interpersonal tensions and divisions within the workplace, affecting collaboration and cohesion (Cox and Blake 1991). Such divisions may hinder effective communication, teamwork, and the successful implementation of change initiatives. To address socio-demographic divides during change, organisations must adopt inclusive strategies that recognise and accommodate the diverse needs and perspectives of all employees. This may involve providing training

and support for older employees to adapt to new technologies, offering educational opportunities for skill development, and fostering a culture of diversity and inclusion to mitigate racial tensions (Graf *et al.* 2020).

Subtheme 5.5: Perception of Change as a Personal Affront

The subtheme highlights how some individuals within the organisation view organisational change as a direct challenge or personal imposition. Respondents express a sense of feeling overlooked or disregarded in the change process, leading to a perception that changes are implemented to their detriment rather than for their benefit. Supervisor 1 suggests that when individuals are not involved in the change process, they may interpret the changes as disruptive and detrimental to their lives.

"When people are not involved in any change that is brought about, they are likely to feel that the change is being implemented just to turn their lives upside down." (Supervisor 1).

This sentiment is echoed by Senior Manager 2, who observes that people often focus on how changes affect them personally rather than considering the broader organisational perspective.

"People tend to not look at changes from an organisational perspective... but look at what is it that the change brings to them personally." (Senior Manager 2).

Traffic Officer 1's response further underscores the negative perception of change within the organisation. The officer expresses a general sense of agitation and scepticism toward any proposed changes, reflecting a belief that changes seldom yield positive outcomes.

"Whenever new changes are proposed, we just get agitated simply because nothing ever comes good in this organisation." (Traffic Officer 1).

The perception of change as a personal affront aligns with research on change management, which emphasises the importance of employee involvement and engagement in the change process (Kotter 1996; Armenakis *et al.* 2007). When employees feel excluded or marginalized from the change process, they are more likely to resist changes and view them as imposed disruptions rather than opportunities for improvement.

Studies have shown that effective change management strategies prioritize employee participation and engagement to build ownership and commitment to change initiatives (Armenakis *et al.* 2007). Involving employees in decision-making and communicating the rationale behind changes can help mitigate resistance and foster a more positive perception of change (Lin *et al.* 2021). Furthermore, research suggests that organisations must address employees' concerns and perceptions during periods of change to minimise resistance and enhance acceptance (Oreg *et al.* 2011). This involves providing opportunities for open dialogue, addressing individual needs and concerns, and demonstrating how changes align with organisational goals and values.

Subtheme 5.6: Peer Pressure and Group Influence

The subtheme underscores the considerable impact of group dynamics on individual attitudes and behaviours toward organisational change. Respondents highlight how peer pressure and group dynamics can shape individual responses to change initiatives within the organisation. Senior Manager 3 describes a scenario where one individual's dissatisfaction can quickly spread to others, leading to collective action against organisational leaders. This exemplifies how negative sentiments within a group can influence others to oppose change efforts.

"In the KZN RTI, it's easy; if one person is upset about something, he or she goes to ten other people, influences them, and they will put a petition together against a leader."
(Senior Manager 3).

Similarly, Junior Manager 3 observes that individuals are more likely to resist change when they are part of a group or clique. This suggests that peer influence plays a significant role in shaping individual attitudes toward change, with group dynamics amplifying resistance behaviours.

"People now don't go against change on their own, they do it in groups and cliques."
(Junior Manager 3).

Field Supervisor 2 attributes negative behaviours to certain individuals who always oppose change, implying that their influence within a group can hinder organisational change efforts.

"Some people are raised well but their characters are contrary; they always want to oppose; such individuals and their behaviour will negatively affect change." (Field Supervisor 2).

Traffic Officer 6 further emphasises how individuals may succumb to peer pressure when in groups, potentially exacerbating resistance to change initiatives.

"In many instances, individuals are easy to work with, but when they are in groups, they succumb to peer pressure." (Traffic Officer 6).

Research on social influence and group dynamics supports the observations made by the respondents. Social identity theory suggests that individuals derive a sense of identity and belonging from their group memberships, leading them to conform to group norms and attitudes (Tajfel *et al.* 1979). In the context of organisational change, individuals may align their attitudes with those of their peer groups, leading to collective resistance or acceptance of change initiatives (Holt *et al.* 2007). Moreover, group polarization theory posits that group discussions tend to amplify initial inclinations, leading to more extreme attitudes and behaviours than those held by individual group members (Myers and Lamm 1976). In the context of organisational change, group discussions can reinforce resistance or acceptance of change, depending on the prevailing group norms and attitudes.

Addressing peer pressure and group influence requires a multifaceted approach that includes fostering positive peer relationships, promoting open dialogue, and providing opportunities for individual expression and autonomy (Haslam *et al.* 2016). By understanding and managing group dynamics effectively, organisations can mitigate resistance and foster a more supportive environment for change.

Subtheme 5.7: Impact on Morale and Working Environment

The subtheme highlights the profound influence of individual behaviour on overall morale and the quality of the working environment within the organisation. Respondents articulate how negative attitudes toward change, coupled with a lack of trust in the organisation and limited opportunities for personal and professional growth, contribute to a decline in morale and create a challenging work atmosphere.

Field Supervisor 1 acknowledges the importance of positive changes but emphasises the need for a shift in mindset among employees to adapt to these changes effectively. This suggests that individual attitudes play a crucial role in shaping the organisation's response to change initiatives.

"When there are positive changes, they must not be shot down. However, at our level, we don't do much in terms of change but follow instructions. The only thing we can change is our mindset." (Field supervisor 1).

Traffic Officer 8 expresses concern about the low morale within the organisation, attributing it to the perceived lack of progress, opportunities for advancement, and personal development. This highlights how individual perceptions of organisational prospects can significantly impact overall morale and job satisfaction.

"The morale is down because there is no progress in the organisation. There is nothing to look forward to in terms of promotions or moving forward, and personally developing yourself." (Traffic Officer 8).

Similarly, Traffic Officer 9 observes that negative individual behaviours hinder the organisation's ability to foster a conducive working environment. This suggests that addressing individual attitudes and behaviours is essential for improving the overall organisational climate.

"Individual behaviour is affecting change negatively. We need to do a lot more as individuals to make the working environment conducive." (Traffic Officer 9).

Traffic Officer 10 highlights a lack of trust in the organisation among employees, indicating that negative perceptions of organisational leadership and decision-making processes can further exacerbate morale issues and contribute to a negative working environment.

"People want change, but people don't want to speak up. Employees don't trust the organisation." (Traffic Officer 10).

The impact of individual behaviour on organisational morale and the working environment is well-documented in the literature on organisational psychology and employee engagement. Research has shown that negative individual attitudes toward change can significantly impede organisational performance and hinder the successful

implementation of change initiatives (Oreg 2003; Armenakis *et al.* 2007). Moreover, studies have demonstrated the importance of trust in organisational leadership and decision-making processes for fostering a positive work environment and enhancing employee morale (Mayer, Davis and Schoorman 1995; Dirks and Ferrin 2002). When employees perceive a lack of transparency, fairness, or integrity in organisational practices, it can erode trust and contribute to negative attitudes and behaviours.

Addressing issues related to individual behaviour, trust, and opportunities for personal and professional growth requires a multifaceted approach that includes effective communication, leadership development, and organisational support for employee development initiatives (Kotter 1996; Cameron and Green 2015).

Subtheme 5.8: Trust Deficit and Reluctance to Speak Up

The subtheme underscores the pervasive lack of trust within the organisation, leading to hesitancy among individuals to voice their concerns openly. Respondents describe how the fear of negative repercussions, such as retaliation or social exclusion, inhibits open communication and encourages conformity to prevailing opinions. Senior Manager 3 highlights how individuals mobilize others to collectively voice their grievances against organisational leaders, indicating a lack of trust in the leadership's responsiveness to individual concerns.

"If one person is upset about something, he or she goes to ten other people, influences them, and they will put a petition together against a leader." (Senior Manager 3).

Middle Manager 2 suggests that scepticism about change arises from individuals' susceptibility to peer influence, emphasising the influence of social dynamics on individual behaviour within the organisation.

"Individuals are always influenced. It's human nature for individuals to be influenced by other people, so the individual behaviour becomes negative because they are sceptical about the change." (Middle Manager 2).

Traffic Officer 10 reflects on the paradox of employees' desire for change juxtaposed with their reluctance to speak up, attributing it to a fundamental lack of trust in the organisation's receptiveness to employee feedback.

"People want change, but people don't want to speak up. Employees don't trust the organisation." (Traffic Officer 10).

The literature on organisational behaviour and communication underscores the critical role of trust in fostering open dialogue and collaboration within organisations. Research has shown that trust deficit can significantly hinder employee engagement, organisational effectiveness, and the successful implementation of change initiatives (Mayer, Davis and Schoorman 1995; Dirks and Ferrin 2002). Moreover, studies have demonstrated that psychological safety—where individuals feel safe to express their opinions without fear of negative consequences—is essential for fostering a culture of open communication and innovation (Edmondson 1999; Khan *et al.* 2015). In environments characterised by a lack of trust, employees are less likely to speak up, leading to missed opportunities for organisational learning and improvement.

Addressing trust deficit requires proactive efforts from organisational leaders to cultivate transparency, fairness, and accountability in decision-making processes. Creating channels for anonymous feedback, implementing conflict resolution mechanisms, and demonstrating a commitment to listening and acting on employee concerns are essential steps toward rebuilding trust and encouraging open communication within the organisation (Cameron and Green, 2015; Kotter 1996).

5.3.6 Theme 6: Reactive Organisational Culture and Change Management

This theme explores how a reactive organisational culture can pose challenges to effective change management processes. This theme aligns with Schein's organisational culture framework, which identifies reactive cultures as resistant to change and characterised by a focus on maintaining the status quo (Schein 1992). Moreover, Lewin's Change Management Model emphasises the importance of overcoming resistance inherent in reactive cultures through unfreezing existing behaviours (Lewin 1947). By examining the impact of a reactive culture on change initiatives, this theme contributes to a deeper understanding of the organisational dynamics that hinder successful change implementation. Addressing these challenges requires proactive strategies to shift

organisational mindsets and foster a more adaptive culture conducive to change (Cameron and Green 2015).

Subtheme 6.1: Shift from Reactive to Proactivity and Innovation

This subtheme highlights the need for a shift in the KwaZulu-Natal Road Traffic Inspectorate's (KZN RTI) approach to change management. Field Supervisors advocate for a more proactive and innovative stance, expressing concerns about the organisation's predominantly reactive culture. Field Supervisor 2 identifies a prevalent reactive approach to change within the department and calls for a more balanced strategy that includes proactive measures. This suggests a recognition of the limitations of reactive responses and the potential benefits of proactively addressing change.

"The department mostly reacts when it comes to change, so this approach needs to be balanced with proactivity." (Field supervisor 2).

Similar to the previous supervisor, Field Supervisor 3 emphasises the need to shift from a reactive to a proactive stance in dealing with change. This implies a desire for the organisation to anticipate and prepare for change rather than merely responding to it after it occurs.

"We need to stop being mostly reactive when dealing with change, we also need to be proactive and innovative." (Field supervisor 3).

Field Supervisor 4 provides specific suggestions for fostering a proactive and innovative culture within the organisation, such as providing bursaries for young employees and reintroducing subsidized vehicles. These initiatives aim to support employee development and encourage a culture of continuous learning and improvement.

"We need bursaries for the young employees, subsidised vehicles must be brought back to all employees from all levels, and all employees must be encouraged to study." (Field supervisor 4).

The subtheme underscores the importance of proactivity and innovation in driving positive change within the KZN RTI. Research suggests that proactive change management involves anticipating future changes and taking pre-emptive action to address them, rather than reacting after they occur (Cameron and Green 2015). Proactive approaches

can help organisations stay ahead of the curve and better adapt to evolving circumstances. Innovation plays a crucial role in driving organisational change and fostering a culture of continuous improvement (Kotter 2012). Encouraging innovative thinking and supporting initiatives that promote creativity and experimentation can help organisations adapt to change more effectively. Providing opportunities for employee development, such as bursaries and subsidized vehicles, aligns with research emphasising the importance of investing in human capital during times of change (Armenakis *et al.* 2007). Supporting employee growth and learning can enhance their capabilities and resilience in navigating change.

Subtheme 6.2: Transparency in Relationship with RTMC NTP

Subtheme 5 focuses on the relationship between the KwaZulu-Natal Road Traffic Inspectorate and the Road Traffic Management Corporation (RTMC) National Traffic Police (NTP) and underscores the importance of transparency and knowledge dissemination regarding this relationship across all organisational levels. The participants highlight a perceived gap in understanding and awareness of the collaboration between the two entities, particularly among lower-level employees.

"The relationship between the Road Traffic Inspectorate and the Road Traffic Management Corporation (RTMC), how do they relate to each other, and it only the top structures that are equipped with this knowledge, at the lower levels that knowledge should also be introduced..." (Senior manager 2).

The emphasis on transparency and knowledge sharing aligns with the principles of effective organisational communication and collaboration. Research indicates that transparent communication fosters trust promotes alignment of goals, and enhances organisational effectiveness (Bovee and Thill 2012). When employees are informed about partnerships and collaborations involving their organisation, they are more likely to understand the broader context of their work and how it contributes to organisational objectives. Furthermore, knowledge dissemination across organisational levels is essential for ensuring employees feel engaged and valued. Research suggests that organisations with effective knowledge management practices experience improved decision-making, innovation, and overall performance (Alavi and Leidner 2001).

Subtheme 6.3: Lack of Strategic Planning and Engagement

This subtheme sheds light on the organisation's reactive approach to change and the absence of effective strategic planning. The participants express dissatisfaction with the organisation's tendency to only respond to change when prompted by external factors, such as accidents or emergencies, rather than implementing proactive measures to prevent issues from arising in the first place. This reactive stance indicates a lack of foresight and strategic planning within the organisation's change management processes.

"The department is very reactionary when dealing with change... From Phongola to Richards Bay, there is no truck stop for truck drivers to rest." (Traffic Officer 7).

"The department is reactive when it comes to change. There are no change strategies in place for dealing with and improving change..."(Traffic Officer 8).

"Proactive only in useless things. They rush only when they realize have made mistakes." (Traffic Officer 9).

"The department is very reactive to change... they wait for things to happen then respond, like the scholar patrols operations, they are only emphasised once a major accident occurs." (Traffic Officer 10).

The importance of strategic planning in change management cannot be overstated. Research suggests that organisations that engage in strategic planning are better equipped to anticipate future challenges, identify opportunities, and adapt to change effectively (Mohammed and Sulaiman 2020). By proactively setting objectives, allocating resources, and aligning actions with long-term goals, organisations can enhance their agility and resilience in the face of change. Furthermore, proactive change management strategies contribute to organisational effectiveness and employee satisfaction by fostering a sense of stability and direction (Cameron and Green 2015).

When employees perceive that their organisation has a clear vision and plan for the future, they are more likely to feel engaged, motivated, and confident in their roles. It is envisaged that by adopting a proactive stance and implementing strategic change initiatives, organisations can better anticipate and respond to change, ultimately fostering a culture of innovation, resilience, and continuous improvement.

5.3.7 Theme 7: Dissatisfaction with Change Implementation Process

Theme 7 underscores the importance of assessing and addressing shortcomings in the execution of organisational change initiatives. This theme resonates with Kotter's Eight-Step Change Model, which emphasises the significance of effectively implementing change to ensure its success (Kotter 1996). Moreover, Lewin's Change Management Model highlights the need for careful planning and execution during the implementation phase to minimise resistance and facilitate the transition to new behaviours (Lewin 1947). By examining dissatisfaction with the change implementation process, organisations can identify areas for improvement and refine their change management strategies to enhance effectiveness.

This theme underscores the critical role of meticulous planning, clear communication, and stakeholder engagement in mitigating dissatisfaction and promoting successful change outcomes (Cameron and Green 2015). Figure 5.5 illustrates visually, the areas the participants were dissatisfied with the change management process in the KZN-RIT.

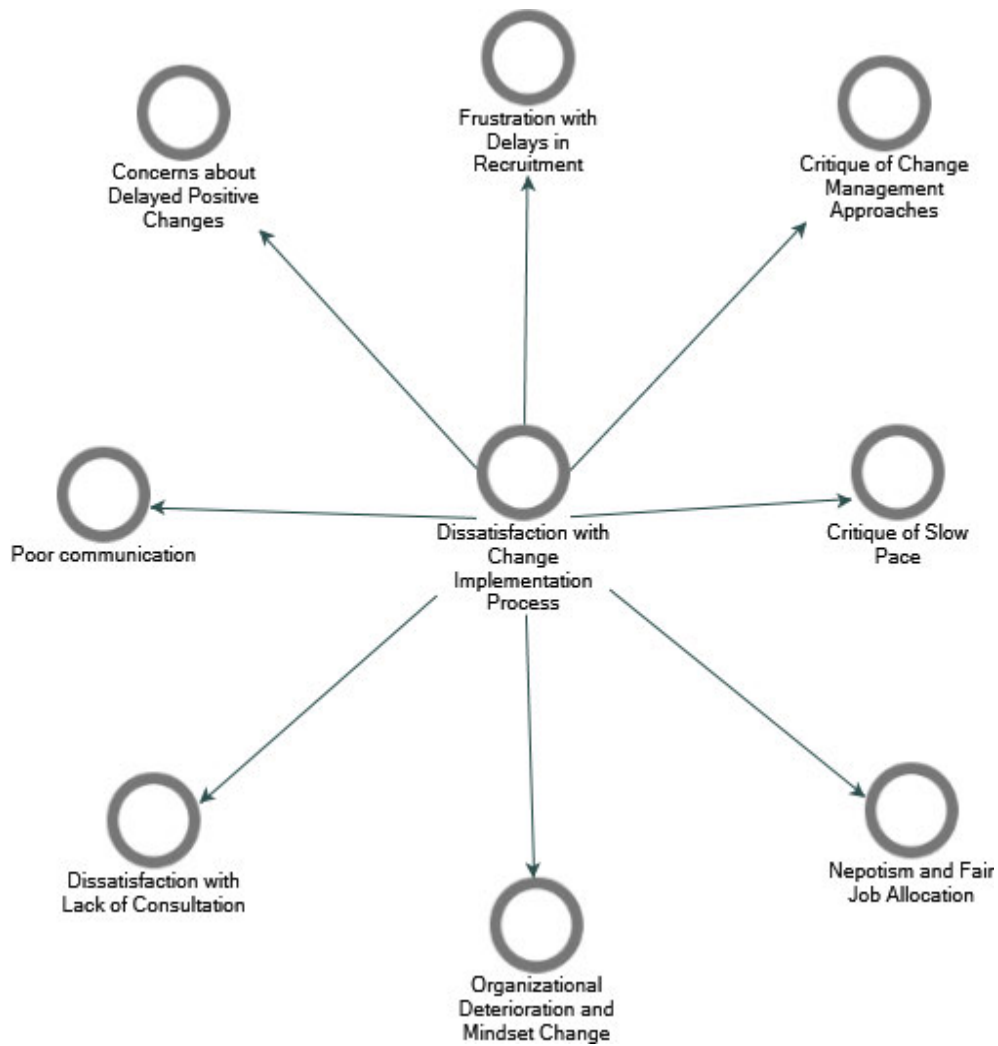


Figure 5.5 Visualising the participants area of dissatisfaction with change management implementation.

Subtheme 7.1: Frustration with Delays in Recruitment:

Supervisor 4's statement sheds light on a critical issue within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) regarding delays in the recruitment process, which significantly impact employee morale. The prolonged timeline for conducting interviews and filling vacant positions creates frustration and dissatisfaction among employees, ultimately affecting their motivation and engagement.

"No, I am not, because if you apply for a post in January, the interviews will be conducted after six to seven months, if you compare that to the municipalities, if you apply this month, the whole process of filling the post will be concluded in three months. So, at the KZN RTI, you end up getting frustrated from the waiting which reduces your morale."(Supervisor 4).

Supervisor 4's frustration with the lengthy recruitment process reflects a common challenge faced by organisations, where bureaucratic procedures and inefficiencies contribute to delays in filling vacancies. Such delays can have detrimental effects on employee morale, leading to decreased productivity, increased turnover, and lowered job satisfaction (Gerpott *et al.* 2019). The comparison made by Supervisor 4 between the KZN RTI and municipalities highlights disparities in recruitment efficiency across different organisations. The efficient recruitment processes in municipalities, where vacancies are filled within a shorter timeframe, serve as a benchmark for comparison and accentuate the shortcomings within the KZN RTI.

The prolonged recruitment process not only affects the morale of existing employees but also hampers the organisation's ability to attract and retain top talent. In a competitive job market, delays in recruitment can result in the loss of qualified candidates to faster-moving organisations, further exacerbating staffing shortages and operational challenges (Breaugh 2008). Addressing the issue of delayed recruitment processes is crucial for enhancing employee morale and organisational effectiveness within the KZN RTI. Implementing streamlined recruitment procedures, reducing bureaucratic hurdles, and leveraging technology to expedite the hiring process can help alleviate frustration and improve employee satisfaction (Gerpott *et al.* 2019). Efficient recruitment practices not only contribute to higher employee morale but also enable organisations to maintain a competitive edge in attracting and retaining top talent.

Subtheme 7.2: Concerns about Delayed in implementing Positive Changes

Senior Manager 1's statement reflects a prevalent concern within the organisation regarding the delayed implementation of positive changes. The senior manager expresses dissatisfaction with the prolonged duration it takes for positive changes to materialize, indicating a sense of urgency for quicker action to address this delay.

"No because positive changes are taking too long, we do not need negative changes, although we are also taking too long to correct this." (Senior manager 1).

The concern about delayed positive changes suggests a recognition of the importance of timely and effective organisational improvements. Delays in implementing positive changes can hinder organisational agility, responsiveness, and competitiveness, ultimately impeding the achievement of strategic objectives (Cameron and Green 2015). Senior Manager 1's emphasis on the need for quicker correction of the delay underscores the significance of proactive leadership and efficient change management practices. Research suggests that effective change management requires timely decision-making, clear communication, and proactive problem-solving to mitigate delays and ensure successful change implementation (Kotter 1996; Armenakis *et al.* 2007).

Equally, some of the participants expressed dissatisfaction with the sluggishness of organisational change processes. Both Traffic Officer 9 and Traffic Officer 10 express frustration with the slow pace of change, highlighting various challenges and implications associated with this sluggishness. Traffic Officer 9 succinctly expresses discontent with the pace of change, indicating that progress is too slow for their liking. This sentiment suggests a perception of inefficiency and frustration resulting from prolonged timelines for implementing organisational changes.

"No, it is too slow." (Traffic Officer 9).

Similarly, Traffic Officer 10 provides a more detailed critique, noting that the slow pace of change is evident in various aspects, including the acquisition of training courses and skills development opportunities. The officer highlights the detrimental impact of this sluggishness, noting that employees are falling behind in skills development compared to their counterparts in other regions.

"Not really, in our region things are very slow. Things happen at their own pace. Simple things such as courses are difficult to get. People that were employed with us in this organisation that are working with us are far ahead of us in terms of skills development than us. Things are very slow in the Empangeni region." (Traffic officer 10).

The dissatisfaction expressed by traffic officers regarding the slow pace of change aligns with existing literature on change management and organisational agility. Research suggests that organisations operating in dynamic environments must demonstrate agility and responsiveness to adapt quickly to changing circumstances and stakeholder needs (Gibson and Birkinshaw 2004). A slow pace of change can hinder an organisation's ability to seize opportunities, respond to competitive threats, and meet evolving customer demands.

Moreover, delays in implementing organisational changes can lead to frustration, demotivation, and decreased employee engagement (Armenakis *et al.* 2007). Employees may perceive slow progress as a sign of organisational inertia or incompetence, eroding trust and confidence in leadership. To address concerns about the slow pace of change, organisations must adopt strategies to enhance agility, streamline decision-making processes, and expedite the implementation of initiatives (Gibson and Birkinshaw 2004). This may involve empowering employees to make decisions at lower levels, fostering a culture of innovation and experimentation, and investing in technologies and systems that can improve the efficiency of the organisation.

Subtheme 7.3: Critique of Change Management Approaches

The subtheme reflects dissatisfaction among senior managers regarding the organisation's handling of change initiatives. Some of the experts interviewed highlight concerns about the lack of proper change management approaches, including inadequate preparation, problems during implementation, and adverse effects on the organisation's performance. Senior Manager 2 criticizes the organisation's approach to change management, pointing out that changes are often implemented without proper preparation. This lack of preparation can lead to unexpected problems and leave employees feeling unprepared to adapt to the new initiatives. This sentiment underscores the importance of thorough planning and communication in change management processes to minimise resistance and ensure successful implementation (Kotter 1996; Hayes 2018).

"Not really, sometimes we do not have proper change management approaches, you implement the change later encounter problems and you ask yourself 'Did I prepare people for these changes?' and that should not be the way to go..." (Senior manager 2).

Senior Manager 3 expresses dissatisfaction with the way change has been introduced by management, emphasising a preference for leadership that motivates and collaborates with the team. The manager's critique suggests a disconnect between management and employees, with the current approach causing adverse effects on organisational morale and performance. This highlights the crucial role of leadership in driving successful change initiatives by fostering a supportive and inclusive organisational culture (Armenakis *et al.* 2007; Kotter 2012).

"As I explained earlier on in the beginning, I am not satisfied, the whole idea of good management is, that a successful leader is the one who motivates, embraces, empowers, encourages, and goes with his team, not in the front or back, but with his team, side by side. Unsuccessful leaders are those who complain, moan, etc. I am not satisfied by the way the change was introduced by my management for the KZN RTI and it is adversely affecting the entire organisation." (Senior manager 3).

Overall, the critiques voiced by senior managers underscore the importance of effective change management practices in facilitating organisational adaptation and success. Addressing these concerns requires organisations to prioritize comprehensive planning, transparent communication, and supportive leadership to ensure the smooth execution of change initiatives and minimise disruptions to organisational performance.

Subtheme 7.4: Poor Communication

The subtheme underscores the dissatisfaction among middle managers regarding the organisation's communication practices. Both Middle Manager 1 and Middle Manager 3 express concerns about inadequate communication, emphasising its negative impact on organisational effectiveness and employee understanding of change initiatives. Middle Manager 1 highlights the belief that improved communication can lead to overall organisational improvement. The manager emphasises the importance of identifying individuals' expertise and strengths and positioning them accordingly for the betterment of the organisation. This reflects the recognition that effective communication is essential

for leveraging employees' skills and capabilities to drive organisational success (Larsson and Vinberg 2010).

"I am not satisfied but I believe that we can improve. If we can improve communication, we can do better. As much as people possess qualifications, you need to identify certain individuals with those qualifications and identify their expertise and strengths and position them accordingly for the betterment of the organisation so that they can improve the organisation and service delivery." (Middle manager 1).

Middle Manager 3 echoes the sentiment of dissatisfaction, emphasising the difficulty in accepting change when individuals are not fully informed. The manager identifies inadequate information about change as a barrier to acceptance, stressing the need for better communication to ensure employees understand the organisation's direction. This aligns with research highlighting the importance of clear and transparent communication in facilitating organisational change and fostering employee buy-in (Armenakis *et al.* 2007; Hayes 2018).

"Not really, it comes from my previous responses, if you are not fully informed about the change, it is difficult to accept it, that is also where I feel there isn't adequate information given about change, for people to understand the direction the organisation is taking. Change is communicated effectively." (Middle manager 3).

Overall, the quotes emphasise the critical role of effective communication in promoting organisational success and employee engagement. Addressing concerns about poor communication requires organisations to prioritize transparency, clarity, and accessibility in their communication practices to ensure that employees are informed, engaged, and aligned with organisational goals.

Subtheme 7.5: Dissatisfaction with Lack of Consultation

This subtheme underscores the discontent among traffic officers regarding the organisation's decision-making processes. Both Traffic Officer 1 and Traffic Officer 7 express dissatisfaction with the perceived lack of consultation, highlighting challenges related to hierarchical structures and exclusion from decision-making processes. Traffic Officer 1 articulates frustration with change propositions made without consulting lower-level employees directly involved in implementing those changes. This sentiment reflects

a common concern among employees who feel marginalized or overlooked in decision-making processes, leading to decreased morale and buy-in (Hayes 2018).

"I have never been satisfied in this organisation. Change propositions are made by people at the top without consulting people at the lower levels that will be implementing those changes." (Traffic Officer 1).

Similarly, Traffic Officer 7 points out the hierarchical nature of the organisation, highlighting the formal channels required to raise concerns. The officer expresses dissatisfaction with the time-consuming process, indicating a perceived disadvantage in effectively communicating issues to higher levels of management. This highlights a disconnect between the hierarchical structure and the need for efficient communication and consultation processes (Armenakis *et al.* 2007).

"Not really. For example, we are a semi-military organisation as traffic officers, there is a hierarchy, I cannot take my concern as a Provincial Inspector straight to the Regional Commander, I need to engage my supervisor first, then my station commander before I approach my Regional Commander. So, in a way, it becomes a disadvantage because it may take very long for your concern to reach the top." (Traffic Officer 7).

Overall, the quotes underscore the importance of inclusive decision-making processes that involve employees at all levels of the organisation. Excluding lower-level employees from decision-making can lead to disengagement, resistance to change, and hindered organisational performance (Hayes 2018). The dissatisfaction expressed by traffic officers regarding the lack of consultation aligns with existing literature on organisational communication and employee involvement in decision-making. Research suggests that involving employees in decision-making enhances their sense of ownership, commitment, and job satisfaction (Hayes 2018).

Organisations that prioritize employee consultation and participation in decision-making are better positioned to leverage diverse perspectives, foster innovation, and build a culture of trust and collaboration (Armenakis *et al.* 2007). Hierarchical structures that impede the flow of information and consultation can hinder organisational agility and responsiveness to change (Armenakis *et al.* 2007). Organisations need to establish mechanisms that enable efficient communication and consultation across hierarchical

levels to ensure that all employees have a voice in shaping organisational decisions and initiatives.

Subtheme 7.6: Organisational Deterioration and Mindset Change

The statements by Junior Manager 3 and Junior Manager 4 highlight significant concerns about the perceived deterioration of the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) and the need for a change in mindset to address these challenges. Junior Manager 3's statement reflects a deep alarm about the organisation's current state, describing it as "unbelievably terrible." This sentiment suggests a perception of widespread dysfunction and inadequacy within the KZN RTI. Moreover, Junior Manager 3 emphasises the importance of senior managers and lower-level employees taking education and their jobs seriously. This indicates a belief that a lack of commitment to learning and professionalism may be contributing to the organisation's decline.

"..... our organisation has deteriorated to the rate where it's unbelievably terrible... It will also be nice to see our senior managers and lower levels as well taking education and their jobs seriously." (Junior manager 3).

Junior Manager 4's statement echoes the concerns raised by Junior Manager 3 and goes a step further by proposing a radical solution: the complete overhaul of the KZN RTI's structure. The suggestion to implement a structure similar to that of the South African Police Service (SAPS) implies a belief that the existing organisational framework is fundamentally flawed and unsuitable for addressing the organisation's challenges.

"So those are the problems we are currently facing... the whole structure of KZN RTI needs to fall away and then maybe implement a similar structure to that of the South African Police Service (SAPS)." (Junior Manager 4).

These statements underscore the severity of the perceived organisational deterioration within the KZN RTI and the urgent need for remedial action. The concerns expressed by Junior Manager 3 and Junior Manager 4 suggest that systemic issues, including ineffective leadership, inadequate training, and structural deficiencies, are undermining the organisation's ability to fulfil its mandate effectively. Organisational deterioration can have far-reaching consequences, including decreased productivity, employee disengagement, and erosion of public trust. Research indicates that organisational

decline often results from a combination of internal factors such as poor leadership, dysfunctional culture, and resistance to change, as well as external pressures such as shifts in the regulatory environment and technological disruptions.

To address organisational deterioration effectively, leaders must be willing to confront the root causes of dysfunction and implement meaningful reforms. This may involve restructuring the organisation, investing in leadership development and employee training, fostering a culture of accountability and continuous improvement, and rebuilding trust and confidence among stakeholders. By acknowledging the need for mindset change and structural reform, the KZN RTI can take the first steps toward revitalizing its operations, restoring its reputation, and fulfilling its mission more effectively in the future. However, such transformation efforts will require strong leadership, broad-based stakeholder engagement, and a sustained commitment to organisational excellence.

Two of the interviewed participants emphasise the necessity for leaders to prioritize the collective welfare and equality of all team members over personal affiliations or biases. They assert that fostering such a mindset is crucial for promoting a positive organisational culture and effectively navigating change. Field Supervisor 1's remark underscores the importance of inclusive leadership. By advising managers to abandon favouritism or cliquish behaviour and consider all team members as part of their "clan," the statement advocates for a leadership approach that values equality and fairness. This perspective aligns with the principles of inclusive leadership, which emphasise creating an environment where every team member feels valued and respected regardless of their position or background.

"Forget about your clan, cronies, or group your clan as a manager should be all the people that report under you, and everyone where there equal to you, top or bottom..." (Field supervisor 1).

Senior Manager 1 highlights the role of leadership in preparing staff to adapt to change effectively. By emphasising the need to educate law enforcement personnel about their working environment and the impact of their duties, the manager underscores the importance of proactive leadership in guiding teams through transitions. This aligns with

the concept of transformational leadership, where leaders inspire and empower their teams to embrace change and work towards common goals.

"It has to start with how we prepare our law enforcement section on how to deal with change; they need to understand the environment that they are working in and the impact of the work that they do..." (Senior Manager 1).

Subtheme 7.7: Leadership Ineffectiveness and Lack of Change

This reflects the dissatisfaction among supervisors and traffic officers regarding leadership within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). The statements from the interviewed participants reveal concerns about the perceived absence of tangible changes, ineffective communication, and delayed responses from leadership, contributing to frustration and dissatisfaction among employees. Supervisor 1 succinctly expresses dissatisfaction with leadership without elaborating further. This suggests a general discontentment with the current leadership, although the reasons for dissatisfaction are not explicitly stated. Supervisor 2 advocates for a change of leadership, attributing the need for change to the perceived lack of tangible changes under the current leadership. The position highlights the importance of leadership in driving organisational change and suggests that the current leadership may be perceived as ineffective in facilitating meaningful changes within the organisation.

"No, we need a change of leadership because there is no change." (Supervisor 2)

Supervisor 3 criticizes leadership skills, particularly in the context of cascading change to all employees. The supervisor highlights poor communication and a lack of consideration for the effects of change on employees, indicating a perceived failure of leadership to effectively manage the change process. This aligns with literature emphasising the crucial role of leadership communication in navigating organisational change (Kotter 1996; Armenakis *et al.* 2007).

"The skills they use to cascade the change to all employees is terrible... They also do not consider the effects that change may bring to employees." (Supervisor 3).

Supervisor 4 expresses dissatisfaction with leadership, emphasising the perceived lack of action and responsiveness. This quote suggests a perception among employees that

leadership is not proactive in driving change initiatives or addressing organisational challenges in a timely manner, contributing to a sense of frustration and disillusionment. "I am not, because they are not bringing any change, they are not doing anything." (Supervisor 4).

Similarly, some of the field supervisors interviewed expressed dissatisfaction from perceived deficiencies in leadership, particularly in communication, change management, and alignment with organisational needs. Field Supervisor 1 acknowledges compliance with directives from higher levels of leadership but suggests a lack of opportunity to question or understand the reasons behind these directives. The statement underscores a perceived lack of transparency and communication in the decision-making process, which may contribute to feelings of disengagement and frustration among field supervisors.

"Once again, if a change or directive is coming from the top, there is nothing much we can do at our level but comply with and enforce that instruction." (Field Supervisor 1).

Field Supervisor 2 expresses appreciation for change initiatives but also voices dissatisfaction with leadership, highlighting perceived deficiencies in leadership and change management skills. The narrative suggests that while field supervisors may comply with directives, they may harbour reservations or concerns about the effectiveness of leadership in implementing change initiatives and managing organisational transitions.

"As I said earlier, we appreciate the change, but some leaders seem as if they lack leadership and change management skills." (Field Supervisor 2).

Field Supervisor 3 expresses dissatisfaction with leadership, suggesting a misalignment between leadership and the organisation's needs. This view reflects a perceived disconnect between leadership decisions and the expectations or priorities of field supervisors, contributing to feelings of dissatisfaction and disengagement.

"No, I am not satisfied because they are not right for the organisation." (Field Supervisor 3).

Field Supervisor 4 highlights a lack of involvement and communication in change decisions, indicating a sense of exclusion from the decision-making process. This view suggests that field supervisors may feel marginalized or overlooked in organisational change initiatives, which can diminish their sense of ownership and commitment to the changes being implemented.

"I am not satisfied when they make change decisions, they do not involve us, they just give instructions." (Field Supervisor 4).

The responses from traffic officers provide insights into their perceptions of leadership during the change management process within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). While some officers express satisfaction with leadership, others highlight dissatisfaction stemming from various factors such as lack of consultation, political influences, poor communication, and one-sided decision-making.

Traffic Officer 1 strongly rejects satisfaction with leadership, indicating a significant level of dissatisfaction with the current leadership's approach to change management. This sentiment suggests a lack of confidence or trust in the leadership's ability to effectively navigate change within the organisation.

"Not." (Traffic officer 1).

Traffic Officer 3 attributes dissatisfaction to perceived conflicts among managers and political influences within the organisation. This response suggests that internal conflicts and external influences may be undermining effective leadership and contributing to dissatisfaction among frontline employees.

"No, because these managers are failing to work together, some are politically influenced..." (Traffic Officer 3).

Traffic Officer 4 reiterates dissatisfaction, emphasising the lack of involvement and consideration for the views of lower-level employees in planning change initiatives. This sentiment reflects a common theme among frontline employees, highlighting the importance of inclusivity and participatory decision-making in change management processes.

"No. I have explained earlier on that our managers plan on their own, without involving us..." (Traffic officer 4).

Traffic Officer 6 emphasises a lack of consultation and participation opportunities, contributing to dissatisfaction with leadership. This sentiment underscores the importance of involving frontline employees in decision-making to enhance their engagement and commitment to change initiatives.

"No, I am not because they do not consult us, they do not allow us to participate in the planning for change." (Traffic Officer 6).

Traffic Officer 8 expresses dissatisfaction with the lack of consultation and transparency in change-related discussions, echoing concerns raised by other officers about the need for inclusivity and communication in change initiatives.

"No, I am not satisfied at all... We are never consulted about change, and we do not know what is discussed at the management meetings." (Traffic Officer 8).

Traffic Officer 9 provides a nuanced perspective, suggesting a reluctance to judge leadership but expressing dissatisfaction due to poor communication during the change management process. This response reflects a desire for clearer communication and more transparent leadership practices.

"You don't want to judge if you have never been in the shoes of the leader... I am not satisfied with my leadership during change." (Traffic Officer 9).

Traffic Officer 10 highlights one-sided decisions and dissatisfaction with leadership, indicating a perception of unfairness or lack of consideration for employee concerns during the change management process.

"I am not satisfied, because there are many things that they do that do not make us happy. Some things are one-sided." (Traffic officer 10).

On the contrary, some of the traffic officers appeared to be satisfied with the process. Traffic Officer 2 expresses satisfaction with leadership during the change management process. This outlier response indicates that there may be varying perceptions of

leadership effectiveness among traffic officers, with some finding the leadership's approach satisfactory.

"Yes, I am." (Traffic Officer 2).

Traffic Officer 5 acknowledges recent positive changes under a specific leader, indicating a shift from a previously negative working environment. This response suggests that leadership changes can have a significant impact on employee perceptions and morale during change initiatives.

"Currently, we are happy... before he was appointed Acting Regional Commander, we had a terrible working environment." (Traffic Officer 5).

Traffic Officer 7 cites union representation as a positive aspect contributing to their satisfaction with leadership. This response highlights the role of unions in representing employee interests and ensuring their voices are heard in organisational decision-making processes.

"Yes, I am because they do call our union reps; our union reps are our eyes and ears in the management process." (Traffic Officer 7).

Overall, the subtheme highlights the critical role of leadership in driving organisational change and the impact of ineffective leadership on employee satisfaction and organisational effectiveness. The dissatisfaction with leadership and the perceived lack of tangible changes aligns with research on the importance of effective leadership in driving organisational change. Studies have shown that effective leadership is critical for initiating and sustaining change efforts within organisations (Kotter 1996; Armenakis *et al.* 2007). Poor leadership can result in resistance to change, communication breakdowns, and ultimately, the failure of change initiatives. The criticism of leadership skills, particularly in communication and change management, underscores the significance of leadership capabilities in navigating complex organisational changes. Effective communication is essential for gaining employee buy-in, managing expectations, and addressing concerns during periods of change (Kotter 1996; Armenakis *et al.* 2007).

Union representation emerges as a significant factor influencing employee satisfaction with leadership, underscoring the role of employee advocacy groups in ensuring employee voices are heard and represented in organisational decision-making processes (Budd *et al.* 2010). The calls for a change of leadership highlight the perceived need for new leadership that can drive meaningful changes and effectively address the challenges facing the organisation. This reflects the importance of leadership credibility, vision, and competence in inspiring confidence and mobilizing support for change initiatives (Kotter 1996; Armenakis *et al.* 2007). Addressing leadership deficiencies, improving communication, and fostering proactive leadership behaviours are essential for successfully navigating organisational change and achieving desired outcomes within the KZN RTI.

Subtheme 7.8: Dissatisfaction with Promotion Criteria Transparency

The subtheme reflects concerns within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) regarding the transparency and fairness of promotion processes. Junior Managers express dissatisfaction with the lack of clarity surrounding the criteria used for acting positions and promotions, as well as discrepancies in remuneration. These issues highlight the importance of transparent and equitable promotion practices to ensure employee trust and satisfaction. The junior manager 1 raises concerns about the lack of transparency in the selection process for acting positions, where specific individuals are favoured without clear criteria being communicated. This lack of transparency can lead to perceptions of favouritism and inequality among employees.

"When Regional Commanders are on leave or not available for any other reasons, only specific people are given the opportunity to act on their positions... they need to alert us about the criteria used for acting or tell us straight that they do not want us to act..." (Junior manager 1).

Junior Manager 4 highlights a specific issue regarding discrepancies in remuneration, where new Principal Provincial Inspectors receive lower pay than those beneath them in rank. This disparity raises questions about fairness and equity in the organisation's compensation practices.

"The new Principal Provincial Inspectors that are coming in will be getting paid less than people who are beneath them in rank, and who have no responsibility and accountability, and that needs to be sorted out..." (Junior manager 4).

Middle Manager 2 further raises a concern about the discrepancy between the qualifications of newly recruited trainee traffic officers, who undergo training for an NQF Level 6 diploma, and existing traffic officers, who may not have received equivalent training. This imbalance in qualifications can lead to inequity and dissatisfaction among longstanding employees.

"The new Trainee Traffic Officer course is an NQF Level 6 diploma, that is internationally recognised, which is good, but you still have traffic officers that were employed a long time, some with more than 20 years' service, but there is no plan to capacitate them to be equivalent to these recruits, and such is likely to cause conflict, these older employees should be upskilled as well." (Middle manager 2).

This finding aligns with broader literature on skills development and equal recognition in organisational settings. Research indicates that investing in employee training and development not only enhances individual performance but also contributes to overall organisational success and employee satisfaction (Noe and Ellingson 2017). Furthermore, studies emphasise the significance of providing equal opportunities for growth and advancement to mitigate feelings of inequality and promote a positive organisational culture (van den Heuvel *et al.* 2010).

The subtheme underscores the importance of transparency and equity in promotion and compensation practices within the KZN RTI. Clear communication of promotion criteria, fair selection processes for acting roles, and equitable compensation practices are essential for maintaining employee trust, morale, and organisational effectiveness. Research emphasises the importance of transparent promotion processes in fostering employee trust, satisfaction, and commitment to the organisation (Erdogan, Kraimer and Liden 2004). Clear communication of promotion criteria and decisions can help mitigate perceptions of favouritism and enhance organisational justice. Equity theory suggests that employees compare their inputs (e.g., effort, skills) and outcomes (e.g., pay, recognition) with those of others to assess fairness (Adams 1965). Discrepancies in pay, especially

when individuals perceive themselves as contributing more but receiving less, can lead to feelings of inequity and dissatisfaction.

Subtheme 7.9: Nepotism and Fair Job Allocation

This subtheme highlights the pervasive issue of nepotism in the organisation's recruitment and job allocation processes, as indicated by the respondents' concerns. Nepotism refers to the practice of favouring relatives or close associates, often resulting in unfair advantages in hiring, promotions, or other employment opportunities. Junior Manager 2's statement highlights the presence of nepotism in the filling of vacant positions within the organisation. The term "nepotism" suggests that individuals are hired or promoted based on personal relationships or favouritism rather than merit or qualifications.

By acknowledging the existence of nepotism, Junior Manager 2 implies that such practices are unfair and detrimental to the organisation's integrity and effectiveness. "We need to change all of this and do what is right" indicates a desire for reform and a commitment to promoting fairness, transparency, and meritocracy in the organisation's recruitment and promotion processes.

"There is also nepotism in the filling of vacant posts... We need to change all of this and do what is right." (Junior Manager 2).

Supervisor 2's response reinforces Junior Manager 2's sentiment, emphasising the need for change and ethical conduct in the organisation's practices. The phrase "We need to change all of this and do what is right" echoes the call for reform and underscores the importance of addressing nepotism to uphold organisational values and principles.

"We need to change all of this and do what is right." (Supervisor 2).

The statements made by Junior Manager 2 and Supervisor 2 express a shared recognition of nepotism within the organisation's recruitment and job allocation processes, as well as a call to address this issue. Nepotism can have detrimental effects on organisational culture, employee morale, and overall performance (Babić, Petković and Romić 2019). When individuals perceive that promotions or job opportunities are not based on merit but on personal connections, it can breed resentment, diminish trust in leadership, and undermine organisational justice and fairness. Research suggests that

organisations must adopt transparent and merit-based recruitment and promotion processes to combat nepotism effectively (Carmeli and Weisberg 2006).

By implementing clear guidelines, promoting accountability, and fostering a culture of fairness and equality, organisations can mitigate the negative impact of nepotism and promote a more inclusive and meritocratic work environment. Furthermore, addressing nepotism requires a commitment to ethical leadership and integrity at all levels of the organisation (Trevino and Brown 2004). Leaders play a crucial role in setting the tone for organisational culture and modelling ethical behaviour, thus reinforcing the importance of fairness, impartiality, and meritocracy in decision-making processes.

5.3.8 Theme 8: Participation in Change Management Sessions

Theme 8 explores the significance of involving employees in the change process to ensure successful organisational transitions. This theme resonates with research advocating for employee involvement as a crucial element in change management initiatives (Cummings and Worley 2023). According to Kotter's 8-Step Change Model, active participation from all levels of the organisation fosters a sense of ownership and commitment, facilitating smoother transitions (Kotter 1996). Additionally, research by Armenakis and Bedeian (1999) highlights that involving employees in change initiatives enhances their understanding of the rationale behind the changes, leading to increased acceptance and cooperation.

By providing platforms for participation in change management sessions, organisations empower employees to contribute their insights, concerns, and ideas, ultimately strengthening the change process (Armenakis and Harris 2009). This theme underscores the importance of inclusive approaches to change management, where employees feel valued and engaged in shaping the future direction of the organisation.

Subtheme 8.1: Attendance in Change Management Sessions

The subtheme revolves around participants' involvement in sessions related to change management. Supervisor 1 succinctly responds with "Yes," indicating attendance in change management sessions. This straightforward affirmation suggests active

participation in sessions related to managing organisational change. Attendance in such sessions is crucial for staying informed about changes and understanding how they impact the organisation (Cameron and Green 2015).

"Yes." (Supervisor 1).

Traffic Officer 7 mentions attendance in a specific session related to the introduction of the POD gadget and the migration from analogue to digital. This indicates not only general attendance in change management sessions but also a more specific focus on sessions related to technological changes. Active participation in such sessions is crucial for understanding and adapting to technological advancements within the organisation (Argenti, 2018).

"Yes, I attended the session where they introduced the POD gadget of migrating from analogue to digital." (Traffic Officer 7).

Senior Manager 2 provides a more detailed response, stating, "Unfortunately, not in the last 3 years, but this is my fourth year with KZN RTI. I have attended one with my previous employer." This response indicates a gap in recent attendance within the current organisation but highlights prior experience with change management sessions in a previous role. This perspective brings a comparative element, showcasing the participant's broader experience with change management practices.

"Unfortunately, not in the last 3 years, but this is my fourth year with KZN RTI. I have attended one with my previous employer." (Senior Manager 2).

The affirmative responses from Supervisor 1 and Traffic Officer 7 underscore the importance of attendance in change management sessions. Such sessions serve as a crucial platform for disseminating information, clarifying doubts, and ensuring that employees are well-informed about organisational changes (Cameron and Green 2015). Senior Manager 2's response introduces a comparative element, emphasising the participant's experience with change management sessions in a previous role. This broader perspective could bring valuable insights from different organisational contexts, contributing to a more nuanced understanding of change management practices (Argenti 2018).

Traffic Officer 7's mention of a specific session related to the introduction of technological changes (POD gadgets) highlights the need for targeted sessions addressing specific aspects of change. Technological changes often require additional training and communication efforts to ensure a smooth transition (Cameron and Green 2015). Overall, the responses indicate a commitment to continuous learning and adaptation to organisational changes. Actively participating in change management sessions reflects a positive attitude toward staying informed and being prepared for shifts within the organisation (Argenti 2018).

In summary, the subtheme highlights participants' varying levels of attendance in change management sessions. While Supervisor 1 and Traffic Officer 7 affirm attendance, Senior Manager 2 provides a broader perspective with experience from a previous role. These responses align with the literature emphasising the importance of active participation in change management initiatives for successful organisational adaptation.

Subtheme 8.2: Non-Attendance in Change Management Sessions

The subtheme reveals that a majority of participants have not attended any change management sessions in the last 3 years. The participants uniformly responded with "No" when asked about attendance in change management sessions. This common response suggests a prevalent pattern of non-attendance among the sampled individuals. Non-attendance can be influenced by various factors, including organisational practices, individual choices, or barriers to participation (Cameron and Green 2015).

While the responses are concise, some participants provide additional context or reasons for their non-attendance. For example, Senior Manager 3 mentions applying but being unable to attend due to the employer's constraints. This variation in reasons highlights that non-attendance is not a one-size-fits-all situation, and individuals may face different barriers to participating in change management sessions (Argenti 2018).

"No, I have applied but unfortunately, the employer was unable to send me." (Senior Manager 3).

The uniformity in responses suggests that there may be organisational constraints or barriers that hinder participants from attending change management sessions. These

constraints could include conflicting schedules, lack of prioritization of training, or organisational cultures that do not prioritize employee development (Cameron and Green 2015). Non-attendance in training sessions can also be influenced by individual choices and priorities. Some individuals may choose not to attend for various reasons, such as a perceived lack of relevance, competing priorities, or a preference for alternative learning methods (Argenti 2018).

The prevalence of non-attendance highlights an opportunity for improvement in the organisation's approach to change management communication and training. Organisations may need to assess and address the factors that contribute to non-attendance, ensuring that employees are adequately informed and prepared for organisational changes (Cameron and Green 2015). Non-attendance in change management sessions can also indicate potential communication gaps within the organisation, as observed by Traffic Officer 8 response. It raises questions about the effectiveness of communication channels to inform employees about training opportunities and the importance of change initiatives (Argenti 2018).

"I haven't attended any, and I haven't heard of any." (Traffic Officer 8).

5.3.9 Theme 9: Evaluating the Effectiveness of Communication Strategies

Part of the recurring consensus among the participants is poor communication in the organisation. Theme 9 focuses on assessing the impact and efficiency of communication methods employed during organisational change. Effective communication is crucial for successful change implementation, as emphasised in various change management models (Kotter 1996; Cameron and Green 2015). Research by Oreg *et al.* (2011) highlights the role of communication clarity, consistency, and transparency in reducing resistance and enhancing employee commitment to change. Moreover, studies by Armenakis and Harris (2009) stress the importance of evaluating communication strategies to identify gaps and areas for improvement throughout the change process.

By systematically assessing the effectiveness of communication strategies, organisations can refine their approaches to ensure that messages are delivered timely, accurately, and comprehensively, fostering a supportive environment conducive to change (Dawson

2014). This theme underscores the need for continuous evaluation and adjustment of communication strategies to align with organisational goals and facilitate successful change outcomes.

Subtheme 9.1: Communication Challenges and Ineffectiveness

- **Inadequate and inconsistent communication**

In the analysed data, communication challenges and ineffectiveness emerge as several participants express perceptions of inadequate or inconsistent communication within the organisation. Supervisor 1, Middle Manager 1, and Traffic Officer 3 provide straightforward indications of no effective communication. This suggests a shared perception among different hierarchical levels within the organisation that communication is lacking or not reaching its intended effectiveness (Cameron and Green 2015).

"No." (Supervisor, 1).

"No." (Middle manager 1).

"No." (Traffic Officer 3).

Senior Manager 3 and Field Supervisor 3 go beyond a simple acknowledgment of communication challenges and emphasise that communication is fundamentally lacking in the department. This suggests a more critical view, indicating that the deficiency in communication is not just occasional but a pervasive issue within the organisation (Robbins and Judge 2017).

"Unfortunately, communication is what is lacking in this department." (Senior Manager 3).

"Unfortunately, communication is what is lacking in this department." (Field Supervisor 3).

Traffic Officer 4 introduces a nuanced perspective by stating, "Sometimes, but most of the time, no." This indicates variability in the effectiveness of communication, with a tendency towards ineffectiveness. Such variability might be influenced by factors like the nature of the information communicated, the channels used, or the frequency of communication events (Argenti 2018).

"Sometimes, but most of the time, no." (Traffic Officer 4).

Traffic Officer 1 straightforwardly affirms that communication is "Not always." This acknowledgment suggests an awareness of the inconsistency in communication effectiveness. Inconsistency in communication can lead to misunderstandings, reduced trust, and a lack of clarity in organisational processes (Argenti 2018).

"Not always." (Traffic Officer 1).

Effective communication is a cornerstone of organisational success, impacting employee engagement, productivity, and overall organisational culture (Robbins and Judge 2017). The consistent acknowledgment of communication challenges by various participants highlights the potential negative impact on the organisation's functioning. Various barriers to effective communication, such as hierarchical structures, lack of feedback mechanisms, or insufficient use of appropriate communication channels, might contribute to the perceived challenges (Argenti 2018). Identifying and addressing these barriers is crucial for improving communication effectiveness. The emphasis on a fundamental lack of communication by Senior Manager 3 and Field Supervisor 3 suggests that addressing communication challenges might require intervention at the leadership level.

Leadership plays a pivotal role in fostering a communication-friendly environment within an organisation (Cameron and Green 2015). Participants' perceptions of communication challenges offer valuable insights for organisational leaders. Implementing strategies to enhance communication, such as regular feedback mechanisms, transparent information sharing, and fostering a culture of open communication, can contribute to addressing these challenges (Argenti 2018).

- **Timing and Planning Issues in Communication**

In the transcribed and analysed data, timing and planning issues in emerge as participants express concerns about the timing and planning of communication within the organisation. Supervisor 2 and Junior Manager 1 both highlight issues related to late and unplanned communication. Supervisor 2 specifically mentions challenges with late notifications and lack of prior planning, particularly regarding changes from the head office. Junior Manager 1 echoes these concerns, noting that some changes are communicated late, leading to potential distortions in messages reaching traffic officers.

This indicates a need for improved planning and timeliness in communication (Argenti 2018).

"It's communicated sometimes very late...there is no prior planning..." (Supervisor 2).

"Some changes are communicated late... the message will be distorted when it reaches the traffic officers." (Junior Manager 1).

Junior Manager 2 brings attention to regional disparities, stating, "In this Empangeni region, nothing is communicated effectively." This suggests that the challenges in communication effectiveness might not be uniform across different regions within the organisation. Regional variations in communication could be influenced by factors such as local practices, infrastructure, or leadership styles (Cameron and Green 2015).

"In this Empangeni region, nothing is communicated effectively..."(Junior Manager 2).

Traffic Officer 2 acknowledges variability in communication effectiveness, stating, "On this one, it is 50% yes and 50% no." This highlights the complexity of communication challenges, with effectiveness depending on specific situations or contexts. Understanding the factors contributing to this variability can help identify targeted improvements (Argenti, 2018).

"On this one, it is 50% yes and 50% no..." (Traffic Officer 2).

Timely and planned communication is crucial for organisational effectiveness (Cameron and Green 2015). Late or unplanned communication can lead to misunderstandings, decreased morale, and challenges in implementing changes smoothly (Argenti 2018). The concerns raised by participants emphasise the need for organisational leaders to prioritize effective communication planning and execution. The mention of regional disparities in communication by Junior Manager 2 aligns with the literature highlighting the role of regional or local factors in shaping communication practices within organisations (Cameron and Green 2015). Understanding regional dynamics is essential for tailoring communication strategies to specific contexts.

Traffic Officer 2's acknowledgment of variability in communication effectiveness underscores the importance of assessing communication practices in a nuanced manner. Identifying the factors contributing to this variability and addressing them through targeted

interventions can enhance overall communication effectiveness (Argenti, 2018). The challenges highlighted by participants point to the need for strong leadership in communication planning and execution (Cameron and Green 2015). Leaders play a critical role in setting expectations, establishing communication protocols, and ensuring that information is disseminated in a timely and effective manner.

Subtheme 9.2: Mixed Perceptions of Communication Effectiveness

From the interview data mixed perceptions of communication effectiveness" emerge as participants provide varying perspectives on the effectiveness of communication within the organisation. Supervisor 3 rates communication effectiveness as 2 out of 3, indicating a moderate perception of inadequacy in communication. This suggests that while some communication may be occurring, it falls short of meeting the expectations or needs of the participants.

"Not really, and on a scale of 1-3, I would give it 2." (Supervisor 3).

Supervisor 4 acknowledges communication but notes a mixed perspective due to the prolonged implementation process. The 50% yes and 50% no evaluation indicates that while there may be communication, its effectiveness is compromised by delays in translating communicated changes into action. This highlights the importance of not only communication but also timely implementation (Cameron and Green 2015).

"Yes, although it takes very long to be implemented. To be correct, I would say 50% yes and 50% no." (Supervisor 4).

Junior Manager 4 expresses dissatisfaction with communication in the context of structural changes, particularly the exclusion of lower-level employees. This indicates a perception of communication gaps, especially when it comes to involving employees in decision-making processes (Argenti 2018).

"No, and I say that because the department is undergoing a structure change..." (Junior Manager 4).

Field Supervisor 1 provides a mixed perception, indicating that changes are not cascaded to lower levels timeously. This suggests a potential breakdown in the dissemination of

information through hierarchical levels, impacting the timeliness and effectiveness of communication (Cameron and Green 2015).

"Yes and no. Changes are not cascaded to the lower levels timeously." (Field Supervisor 1).

Traffic Officer 7 offers a nuanced view, indicating that some changes were communicated effectively while others were not. The percentage breakdown provides a quantitative dimension to the assessment, highlighting a mix of both effective and ineffective communication (Argenti 2018).

"Some of the changes that I have observed were communicated effectively and some were not. 60% were communicated effectively and 40% were not communicated effectively." (Traffic Officer 7).

Traffic Officer 9 suggests that communication effectiveness depends on who will benefit from the change. This introduces an interesting perspective that the perceived effectiveness of communication may be influenced by the perceived impact on individual stakeholders or groups (Argenti 2018).

"Yes and no. it depends on who will that change benefit..." (Traffic Officer 9).

The acknowledgment by Supervisor 4 highlights a critical aspect of communication effectiveness – its translation into action. Effective communication should not only convey information but also facilitate the timely and successful implementation of changes (Cameron and Green 2015). Junior Manager 4's dissatisfaction with the exclusion of lower-level employees in structural changes underscores the importance of inclusive communication practices. Inclusive communication fosters a sense of involvement and engagement among employees (Argenti 2018).

Field Supervisor 1's observation of delays in cascading changes to lower levels aligns with the literature emphasising the importance of clear communication channels within hierarchical structures (Cameron and Green 2015). Delays in disseminating information can lead to misunderstandings and decreased employee morale. Traffic Officer 9's perspective that communication effectiveness depends on the beneficiaries of the change resonates with the stakeholder-centric view of communication. Tailoring communication

to the needs and interests of different stakeholders enhances its effectiveness (Argenti 2018).

In summary, the subtheme of mixed perceptions on communication effectiveness reflects the diverse ways in which participants evaluate the organisation's communication practices. This diversity underscores the multifaceted nature of communication challenges, ranging from timeliness and inclusivity to stakeholder perspectives.

Subtheme 9.3: Communication Effectiveness

From the data, some interviewed participants reviewed how well communication is executed within the organisation. Senior Manager 1 suggests a unique perspective by stating, "It is not communicated; it is observed and experienced when interactions take place." This perspective implies that communication is not solely conveyed through explicit messages but is also inferred through observed behaviours and interpersonal interactions. This highlights the importance of non-verbal communication and the organisational culture in conveying messages (Argenti 2018).

"It is not communicated; it is observed and experienced when interactions take place."
(Senior Manager 1).

Middle Manager 2 emphasises effective communication and training in the context of PODs. The involvement of the Head Office, regions, and stations in the communication process indicates a coordinated effort to ensure that information reaches relevant stakeholders. This aligns with the literature emphasising the importance of clear and coordinated communication for successful organisational change (Cameron and Green 2015).

"Yes, with these PODs, communication, and training was there with Head Office, regions and stations." (Middle manager 2).

Traffic Officer 6 attributes effective communication to the regular dissemination of emails regarding changes. This aligns with contemporary communication practices, where electronic communication tools are commonly used for disseminating important information quickly and efficiently (Argenti 2018).

"Yes, because normally, whenever there is any change, emails will be sent to all stations and relevant stakeholders to notify them about that change." (Traffic Officer 6).

Field Supervisor 4 expresses confidence in the effectiveness of communication by stating, "If there are messages that need to be communicated, they will eventually reach all employees." This confidence suggests a belief in the organisation's communication processes, emphasising the eventual dissemination of important messages to all employees.

"If there are messages that need to be communicated, they will eventually reach all employees, so I would say change is communicated effectively." (Field Supervisor 4).

Traffic Officer 10 affirms communication effectiveness by stating, "Yes, it is because we are informed about the ongoing process, though it was not 100% effective." This acknowledgment recognises the flow of information but also acknowledges room for improvement. It reflects a realistic view that even effective communication can have areas for enhancement.

"Yes, it is because we are informed about the ongoing process, though it was not 100% effective..." (Traffic Officer 10).

In summary, the subtheme of communication effectiveness reveals diverse perspectives among participants, ranging from the acknowledgment of non-verbal and experiential communication to the importance of coordination, confidence in organisational processes, and the use of contemporary communication tools. Senior Manager 1's perspective aligns with the understanding that communication goes beyond verbal messages. Non-verbal cues and experiential aspects of communication, such as organisational culture and leadership behaviours, significantly contribute to the overall effectiveness of communication (Argenti 2018). Middle Manager 2's mention of effective communication in the context of training for PODs highlights the importance of coordination and training programs in ensuring that communication is not only disseminated but also understood and implemented effectively (Cameron and Green 2015).

Field Supervisor 4's expression of confidence in the organisation's communication processes reflects the importance of building trust in communication. A belief that

important messages will eventually reach all employees indicates a positive perception of the organisation's communication mechanisms. Traffic Officer 6's mention of emails as a means of communication aligns with contemporary practices in organisational communication. Email is a widely used tool for disseminating information quickly and efficiently, especially for notifying stakeholders about changes or updates (Argenti 2018). Traffic Officer 10's acknowledgment of ongoing process information while recognising room for improvement demonstrates a realistic and constructive perspective. It aligns with the understanding that even effective communication can benefit from continuous improvement efforts (Cameron and Green 2015).

5.4 CONCLUSION

This chapter has discussed the analysis that emanated from the in-depth interviews that were conducted with several officials working in the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). The examination of various themes related to organisational change within the KZN RTI has provided valuable insights into the complex dynamics surrounding change initiatives. Throughout the analysis, several key findings have emerged, shedding light on the challenges, opportunities, and recommendations for enhancing organisational effectiveness through successful change management. Thus, the dynamic nature of organisational culture within the KZN RTI underscores the importance of effective leadership, positive management practices, and strategic human resource management in navigating cultural shifts.

CHAPTER SIX

PERCEPTIONS OF CHANGE MANAGEMENT IN THE ORGANISATION AND DEVELOPMENT OF A FRAMEWORK

6.1 INTRODUCTION

This chapter is an extension of chapter five and focuses on the interpretation and evaluation of the results, and in particular, it is devoted to the perception of changes in the organisation. The chapter attempts to explain the main factors that emanate from the framework derived in the chapter. A thematic analysis was done using NVivo 12 software because of its efficiency in dealing with the research objectives and its ability to structure data into interrelated themes and subthemes. The study sought to establish how the management leadership style impacts on change management process in KZN RTI due to the dearth of empirical evidence in this field. The study was able to understand that to accomplish its aims there was a need for in-depth scrutiny of each participant's transcript in the analysis. In-depth interviews were conducted, and to maintain the integrity of the data, sound recordings were made for later transcription and analysis. The interview data were once again transcribed, but this time literally and thematically by the requirements of Saldaña (2015) standards.

6.2 CONTINUATION OF THEMES AND SUBTHEMES

6.2.1 Theme 10: Perception of Change in the Organisation

The theme centres on understanding how individuals within the organisation perceive and interpret change initiatives. Research by (Armenakis and Harris 2009) suggests that employees' perceptions of change play a pivotal role in determining their reactions and behaviours during organisational transitions. According to Lewin's change management model (Lewin 1951), individuals' perceptions of change can vary, with some embracing it positively while others resist. This theme underscores the importance of gauging employees' attitudes, beliefs, and sentiments toward change to tailor interventions effectively (Armenakis *et al.* 2007).

By understanding employees' perceptions, organisations can anticipate challenges, address concerns, and implement strategies to foster a more supportive environment for change (Lines 2005). Additionally, research by Kotter (1996) emphasises the significance

of leadership in shaping employees' perceptions of change through effective communication and engagement. Overall, this theme highlights the need for organisations to actively manage and address employees' perceptions to enhance change readiness and implementation effectiveness. The theme is discussed under the subthemes below:

Subtheme 10.1: Negative Perception and Resistance to Change

The subtheme highlights the prevailing negative attitudes towards change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI).

- **Lack of proper communication**

Supervisor 1 articulates a negative perception of change, characterizing it as oppressive due to a lack of proper communication and consultation. The statement suggests that employees may resist change when they feel it is imposed without adequate explanation or involvement (Carnall 2007).

“Change is perceived negatively as if it is brought about to oppress the employees because of a lack of proper communication and consultation, it just suddenly appears out of nowhere and has to be implemented as soon as possible...” (Supervisor 1).

Supervisor 2 emphasises the need for more input from all employees, particularly traffic officers and regional commanders, in the decision-making process. This suggests employees in decision-making can mitigate negative perceptions and foster a more positive attitude toward change (Armenakis and Bedeian 1999).

“We should have more input from all employees at all levels, especially the traffic officers, and involve the regional commanders (middle managers in the decision-making process)” (Supervisor 2).

Supervisor 1's observation aligns with research that emphasises the importance of effective communication during organisational change. A lack of communication can contribute to negative perceptions and resistance (Kotter 1995). Supervisor 2's suggestion to involve employees in decision-making corresponds with literature highlighting the positive impact of employee involvement on change acceptance (Armenakis and Bedeian 1999). When employees are part of the decision-making

process, they are more likely to support and embrace the proposed changes. Both statements underscore the significance of communication and consultation in change management. Studies suggest employees, providing clear communication, and addressing concerns can contribute to positive attitudes toward change (Carnall 2007; Kotter 1995).

Traffic officer 5 also stresses the importance of communication and implies a sense of urgency in addressing organisational change issues. This aligns with literature highlighting the crucial role of effective communication in change management (Kotter 1996).

"I believe that our seniors need to learn to communicate with lower-level employees, they need to listen to us, they need to understand that people at the ground can also add value to organisational planning. My perception is that we have a lot of work to do pertaining to organisational change." (Traffic officer 5).

- **Lack of cooperation**

Senior Manager 1 highlights a prevalent negative perception of change within the organisation, citing a lack of cooperation at management levels. This suggests a challenging environment where cooperation may be hindered, potentially impeding the change process.

"There is mostly a negative perception of change in this organisation, going to my response to one of the questions earlier, where I said that there is a lot of lack of cooperation at management levels" (Senior manager 1).

Senior Manager 2 advocates for change, expressing that it is not only necessary but overdue. The urgency in the statement implies a recognition of the critical need for organisational transformation to fulfil its core mandate.

"It is something that we deserve, something that we need to push for if we want to be a unit that is in a position to deliver on the expectations and its core mandate, and that change has to happen yesterday" (Senior manager 2).

- **Slow pace of transformation**

Middle Manager 3 acknowledges the need for change but expresses concern about the slow pace of transformation. Additionally, the manager addresses structural issues, emphasising the challenge of achieving broader organisational changes and the necessity for innovative approaches.

“Change for me may not be happening at the pace that it should, and there are obvious reasons for that, looking at the transformation issues, we subscribe to the fact that we need to have more people left out of the promotion prospects previously, but then you have a structure that is too narrow at the top, now how do you fix that? It’s going to take time and the department needs to look at innovative ways of dealing with that”. (Middle manager 3).

Senior Manager 1's observation of a negative perception aligns with the literature that highlights the significance of organisational culture and cooperation for successful change implementation (Cameron and Quinn 2011). Senior Manager 2's emphasis on the overdue nature of change resonates with the concept of organisational readiness for change (Armenakis *et al.* 2007). Urgency is a key factor influencing successful change initiatives.

Middle Manager 3's concern about the slow pace of change and the need for innovative solutions aligns with the literature on organisational change management. Successful transformation often requires addressing structural issues and embracing innovative strategies (Beer and Nohria 2000). Junior Manager 2's perception of inadequate preparation for managing change reflects the importance of change management practices. Proper communication and training are essential for preparing employees for organisational changes (Hiatt and Creasey 2003).

"My perception is that we were not introduced to managing change in the organisation. We are just given documents via emails that come from the organisational top hierarchy that tell us to make changes..." (Junior manager 2).

Supervisor 4 expresses dissatisfaction with the slow response from management, pointing out significant delays in addressing concerns. This sentiment underscores the negative impact of slow-paced change on employee satisfaction and engagement.

"I am not satisfied, because they take very long to respond. Even if you were to write to them, they will respond after 3 years, or 3 months, or never respond at all." (Supervisor 4).

Field supervisor 3 and junior manager 3 articulate concerns about the slow pace of change, linking it to transformation issues and emphasising that change is not only about speed but also involves addressing multiple aspects for effective organisational transformation (Cameron and Green 2015).

"Change for me may not be happening at the pace that which it should, and there are obvious reasons for that, looking at the transformation issues... Change is taking too long, and it is creating a lot of groundswells because there is a lot of unhappiness created as a result of that." (Field supervisor 3).

"For me, change is going too slow, and it is creating a lot of groundswells because there is a lot of unhappiness created as a result of that. It is not the only change that is necessary for transforming an organisation, but many other things as well." (Junior manager 3).

The dissatisfaction expressed by employees about the slow pace of change aligns with the concept of urgency in change management literature (Kotter 1996). Urgency emphasises the need for a compelling reason to drive change and a sense of immediacy to prevent complacency and delay (Cameron and Green 2015). The call for improved communication and the inclusion of lower-level employees in organisational planning echoes the importance of employee involvement and transparent communication in change initiatives (Armenakis *et al.* 2007; Kotter 1996). Involving employees in the change process can enhance their commitment and mitigate resistance (Armenakis *et al.* 2007).

Subtheme 10.2: Leadership Change Advocacy

The subtheme reflects a strong sentiment among participants in favour of changes in leadership within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). Supervisor 3

explicitly advocates for a change in leadership, specifically in middle and senior management. The statement suggests a dissatisfaction with the current leadership's conduct and a desire for individuals with fresh perspectives and ideas. This aligns with the concept that leadership changes can bring about new approaches and innovation (Bass and Bass 2008).

"I would like to see a change in the leadership personnel, particularly middle and senior management. It's either they change how they conduct themselves or they must be removed and allow other people with fresh minds and fresh ideas to take the organisation forward." (Supervisor 3).

Supervisor 4 emphasises the need for gender balance and a significant representation of youth in leadership positions. This reflects a call for diversity and a recognition that different demographic groups can bring unique perspectives. Such calls align with research highlighting the benefits of diversity in leadership (Chareanporn, Mingmalairaks and Jongsureyaphas 2020).

"We need a balance of 50% for both genders in these positions. Also, when we manage to achieve this balance, we should ensure that most of them are at the youth level, why I am advocating for the youth is because the youth will understand and resonate with the people at ground level and speed up all necessary changes." (Supervisor 4).

Supervisor 2 straightforwardly asserts the need for a change in leadership, correlating the perceived lack of change in the organisation with the leadership's effectiveness. This aligns with the notion that leadership plays a crucial role in driving organisational change (Kotter 1995).

"No, we need a change of leadership because there is basically no change." (Supervisor 2).

Field Supervisor 3 links the organisation's challenges in the economic sphere to a need for leadership change. This statement reflects the belief that effective leadership is crucial for addressing organisational issues and adapting to external factors (Armenakis and Bedeian 1999).

"My perception of change in the organisation has mainly to do with our economic sphere... we are lagging in terms of catching up with what is there. We need a change in leadership to address these challenges." (Field supervisor 3).

The call for a change in leadership to bring in fresh ideas aligns with literature emphasising the role of leadership in fostering innovation and adaptation (Bass and Bass 2008). New leadership can introduce different perspectives and strategies to drive positive change. Supervisor 4's advocacy for gender balance and youth representation aligns with research on the benefits of diverse leadership teams. Diverse leadership can bring a variety of viewpoints, enhancing decision-making and adaptability (Catalyst, 2019). Supervisor 2's assertion emphasises the influential role of leadership in organisational change. Effective leadership is crucial for setting the direction, inspiring commitment, and driving the change process (Kotter 1995). Field Supervisor 3's perspective underscores the connection between leadership and addressing external challenges. Effective leadership is essential for guiding organisations through dynamic environments and economic shifts (Armenakis and Bedeian 1999).

Subtheme 10.3: Positive Perception and Embracement of Change

The subtheme illuminates a group of individuals within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) who exhibit a favourable attitude toward organisational change. Senior Manager 3 declares a positive stance toward change, emphasising the importance of innovation and the need to avoid stagnation. This perspective aligns with literature that underscores the significance of innovation in organisational change efforts (Tushman and O'Reilly III 1996).

"I am a devotee when it comes to change, I like it because it is necessary, changes are made, you cannot do the same thing all your life, you need to be innovative". (Senior manager 3).

Middle Manager 1 associates change with positive outcomes, such as fostering positive attitudes, working relationships, and achieving organisational goals. This viewpoint aligns with the concept that positive change can enhance workplace dynamics and contribute to goal attainment (Cameron and Green 2015).

"It brings about a positive attitude; and positive working relationships and it also brings about positive goals and achievements in terms of our mandate". (Middle manager 1).

Traffic Officer 2's positive rating of the organisational change process resonates with literature emphasising the importance of employee perceptions in the success of change initiatives (Armenakis *et al.* 2007). Positive perceptions can contribute to increased commitment and support for change.

"I will refer to one of my responses earlier; it needs to eliminate all forms of wrongdoings. Currently, I would rate the organisational change process positively." (Traffic Officer 2).

Traffic Officer 7 expresses a positive perspective on change, highlighting the benefits of learning new things and embracing technological advancements. The literature supports that embracing new technologies can enhance organisational efficiency and effectiveness (Rogers 2003).

"Change is good. It is good to learn new things. It is good to move from point A to point B; for example, when I started in this organisation more than 10 years ago, our vehicles did not have cameras... Sometimes change is good even though it may encounter little resistance, but it is good." (Traffic Officer 7).

Traffic Officer 10 underscores the positivity associated with change and emphasises the importance of transparency. Transparency is recognised as a critical factor in creating trust and fostering a positive organisational culture during change (Ford *et al.* 2008).

"Change is good and should happen. Certain things are done transparently, you hear about different things that are happening in other regions, then you wonder if we are still sharing the same organisation and same senior managers." (Traffic Officer 10).

The individuals represented in this subtheme exhibit a constructive and open-minded approach to change, recognising its potential for positive outcomes and innovation. Their positive outlook contrasts with other subthemes, emphasising the diversity of perspectives within the organisation regarding change.

Subtheme 10.4: Need for Employee Involvement and Transparency

The subtheme emphasises the importance of employee participation and clear communication during organisational change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). The quotes underscore the desire for more inclusion in decision-making processes and the need for structured frameworks to guide employees through the change journey.

Supervisor 2 emphasises the necessity of greater input from employees at all levels, specifically mentioning the importance of involving traffic officers and regional commanders (middle managers) in decision-making. This aligns with the literature on the significance of employee involvement in decision-making to enhance commitment and reduce resistance (Kotter 1996; Armenakis *et al.* 2007).

"We should have more input from all employees at all levels, especially the traffic officers, and involve the regional commanders (middle managers in the decision-making process)." (Supervisor 2).

Field supervisor 2 expresses a desire for a change management framework, indicating the need for structured approaches to change. This resonates with literature emphasising the value of clear frameworks and methodologies in guiding employees through change processes (Cameron and Green 2015).

"I believe it would have been better to be introduced [to a] change management framework that can assist us, if they do exist. You learn as you go along, query as you go along." (Field Supervisor 2).

Junior Manager 2 highlights a perception of a lack of introduction or guidance on managing change within the organisation. The need for clearer communication and guidance aligns with the literature stressing the importance of transparent communication to foster understanding and support during change (Kotter 1996; Armenakis *et al.* 2007).

"My perception is that we were not introduced to managing change in the organisation. We are just given documents via emails that come from the organisational top hierarchy that tell us to make changes." (Junior manager 2).

Traffic officer 6 underscores the significance of ground-level employees and their involvement in decision-making. This resonates with literature emphasising the

importance of recognising and involving employees closer to the external environment and communities in the change process (Kotter 1996; Armenakis *et al.* 2007).

"People at the ground level are not taken seriously at this organisation, yet they are the heart of the organisation, they are the ones who are more involved with the external environment and communities." (Traffic officer 6).

The emphasis on involving employees at various levels in decision-making aligns with research indicating that involving employees in the change process can enhance their commitment, reduce resistance, and contribute to the overall success of change initiatives (Armenakis *et al.*, 2007; Kotter 1996). The expressed desire for a change management framework reflects the importance of providing employees with a structured approach to change. Research suggests that clear methodologies and frameworks can facilitate understanding, reduce uncertainty, and guide employees through the change process (Cameron and Green 2015). The employees' shared sentiment emphasises the critical role of employee involvement, structured frameworks, and transparent communication in the success of organisational change initiatives. Acknowledging and addressing these needs can contribute to a more inclusive and effective change management process.

6.2.2 Theme 11: Influence of Existing Organisational Culture on Change

The influence of existing organisational culture on change is a pivotal factor in determining the success of change initiatives within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). Kotter (1996) asserts that organisational culture can act as a powerful force either facilitating or impeding change efforts. In light of this, this theme explores the influence of existing organisational culture on change from the perspective of the interviewed participants. The theme is elaborated in detail below:

Subtheme 11.1: Instability Hindering Positive Changes

This subtheme explores how organisational instability impedes positive changes within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as articulated by Senior Manager 1 and Senior Manager 2. These quotes shed light on the challenges posed by instability in achieving desired outcomes and channelling change efforts effectively.

Senior Manager 1 highlights the detrimental impact of existing instability on positive changes within the organisation.

"The existing instability makes even positive changes do not properly take place, hence in this environment, you will experience negative changes because people will be responding to the negativity of the environment." (Senior manager 1).

By suggesting that the negativity of the environment hampers the proper execution of positive changes, Senior Manager 1 underscores the disruptive influence of instability on organisational dynamics (Weick and Quinn 1999). This sentiment reflects the broader literature on organisational instability, which emphasises its adverse effects on employee morale, decision-making processes, and overall performance (Tushman and O'Reilly III 1996).

Senior Manager 2 acknowledges the influence of instability on change efforts but questions whether the changes are aligned with the organisation's desired outcomes.

"It does have an influence on change but in circumstances, you feel it is not what we desire as an organisation. There are changes but the question is are they intended to achieve the desired outcomes? That is the area that is currently a challenge. The influence is not channelized to reach the desired outcomes." (Senior manager 2).

The above perspective aligns with the literature on change management, which emphasises the importance of goal alignment and strategic direction in driving successful organisational change (Cameron and Green 2015). Senior Manager 2's concerns highlight the need for a more deliberate and purposeful approach to change implementation in the face of organisational instability. Overall, Subtheme 2 underscores the detrimental effects of instability on positive changes within the KZN RTI. Addressing organisational instability requires proactive measures to stabilise the environment, align change efforts with strategic goals, and mitigate the disruptive effects of instability on organisational performance.

Subtheme 11.2: Lack of Transparency in Demographics

Subtheme 3 explores the lack of transparency regarding demographic data within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as expressed by Middle Manager 2

and Manager 3. The views expressed by them shed light on the concerns surrounding the communication and handling of demographic information within the organisation.

Middle Manager 2 emphasises the need for proper communication from the head office regarding the racial composition of the workforce. By highlighting the absence of transparency in this regard, Middle Manager 2 underscores the importance of open and honest reporting to address issues related to diversity and equity (Gardenswartz and Rowe 2009). This sentiment reflects the broader literature on organisational transparency, which suggests that transparent communication fosters trust, accountability, and fairness within the workplace (Turban *et al.* 2017).

"There is no proper communication in terms of our head office in highlighting the demographics of all the races employed in positions, which is unfair, there should be transparency in this issue." (Middle Manager 2).

Middle Manager 3 echoes similar concerns about the lack of transparency in handling demographic data. Despite the assertion that the department practices inclusivity and cultural diversity, Middle Manager 3 identifies shortcomings in how demographic information is managed and communicated. This perspective aligns with research highlighting the importance of transparency in promoting diversity and inclusion initiatives within organisations (Pitts *et al.* 2009).

"The department is practicing all cultures and there are no discriminations as far as we know but the demographic part of things is not satisfying in how it is currently handled; I am of the view that there is no transparency." (Middle manager 3).

Overall, the subtheme underscores the significance of transparent reporting in addressing concerns related to demographic representation within the KZN RTI. By fostering open communication and accountability regarding demographic data, the organisation can work towards creating a more equitable and inclusive work environment.

Subtheme 11.3: Cultural Influences on Change

Subtheme 3 highlights the influence of organisational culture on change within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as articulated by Senior Manager 3, Junior Manager 2, Field Supervisor 1, and Traffic Officer 3. Their views shed light on the

role of organisational culture in shaping attitudes toward change and influencing the organisation's ability to adapt.

Senior Manager 3 acknowledges the diverse workforce within the KZN RTI and emphasises the importance of cultivating an appetite for change among officials. This perspective aligns with research suggesting that organisational culture plays a pivotal role in facilitating or impeding change initiatives (Cameron and Quinn 2011). Senior Manager 3's recognition of the need to address cultural barriers underscores the importance of fostering a supportive environment for change.

"In the KZN RTI, we have a diverse group of people, so change is there, but the officials need to have an appetite for it. [...] For us to be better in delivering services, we need to clear the issue of change in the organisation, how we do things." (Senior manager 3).

Junior Manager 2 highlights the significance of cultural alignment within higher management in facilitating organisational change. By advocating for a positive cultural shift at the leadership level, Junior Manager 2 underscores the influential role of leadership behaviour in shaping organisational culture (Schein 2010). This sentiment reflects the literature on leadership and organisational culture, which suggests that leaders play a crucial role in setting the tone for organisational values and behaviours (Denison *et al.* 2012).

"If the higher management can change their culture, get along better at the higher levels, then it will not influence us at the lower levels, and we will be able to easily adapt to change." (Junior Manager 2).

Field Supervisor 1 draws attention to cultural norms within the organisation that prioritize self-interest over community service. This observation underscores the importance of aligning organisational values with the broader mission of public service (Rainey and Steinbauer 1999). Field Supervisor 1's critique highlights the need for a cultural shift towards a more service-oriented mindset to enhance organisational effectiveness.

"As employees of this organisation, we have a bad culture in this organisation of wanting to gain something out of every situation. [...] People only want to receive and give nothing to the community, which doesn't align with service delivery." (Field supervisor 1).

Traffic Officer 3 expresses concern about the leadership style within the organisation and its impact on organisational culture. By advocating for qualified leaders who understand the organisation's needs, Traffic Officer 3 underscores the relationship between leadership competency and organisational culture (Avolio and Gardner 2005). This perspective emphasises the importance of leadership development initiatives in shaping a positive organisational culture conducive to change.

"The way that our managers think, the way they lead is contrary to what this organisation needs. [...] We should have a qualified traffic officer occupying those posts so that we will have that understanding." (Traffic officer 3).

Supervisor 1 highlights the prevailing resistance to change within the organisation, attributing it to entrenched beliefs in outdated practices. This observation aligns with research suggesting that organisational inertia can stem from entrenched norms and values that resist change (Oreg and Berson 2019). Supervisor 1's remarks underscore the need for a cultural shift towards greater openness and adaptability to facilitate change initiatives.

"Change is currently not welcome; it is negatively perceived. We are led by people who believe in the old ways of doing things because things should have changed a long time ago." (Supervisor 1).

Supervisor 4 points to the negative attitudes pervasive among traffic officers, attributing it to a lack of a conducive atmosphere resulting from conflicts among top managers. This observation underscores the role of leadership behaviour in shaping organisational culture and influencing employee attitudes toward change (Kotter 2012). Supervisor 4's critique highlights the detrimental impact of leadership discord on organisational culture and change readiness.

"The people are negative; traffic officers are so negative. [...] the atmosphere is just not conducive because our top managers do not get along themselves." (Supervisor 4).

Middle Manager 3 echoes concerns about the negative influence of organisational culture on change, citing the prevalence of negative comments among staff. This sentiment reflects the literature on organisational culture, which suggests that negative norms and attitudes can undermine organisational effectiveness (Schein 2010). Middle Manager 3's

observations underscore the need for cultural interventions to promote a more positive and supportive environment for change.

"Currently, I would say the organisational culture influences change negatively because you just have to look around you will see the negative comments that are always made by staff." (Middle Manager 3).

Traffic Officer 5 identifies the existing organisational culture as a significant barrier to change, attributing it to the comfort and resistance of top managers. This perspective aligns with research suggesting that entrenched power dynamics and resistance from organisational leaders can impede change efforts (Ford *et al.* 2008). Traffic Officer 5's critique highlights the importance of addressing leadership attitudes and behaviours to foster a more change-friendly culture within the organisation.

"The existing organisational culture is a barrier to change, pulling us backward. It is negatively influencing change. It is oppressing change because many of these top managers are comfortable where they are sitting, so they are against change." (Traffic Officer 5).

Traffic Officer 6 highlights the divisive nature of the organisational culture, attributing it to negative influences on change efforts. This observation underscores the role of organisational culture in shaping employee attitudes and behaviours toward change (Schein 2010). Traffic Officer 6's critique underscores the need for cultural interventions to promote unity and collaboration within the organisation.

Overall, Subtheme 3 underscores the critical role of organisational culture in influencing change readiness within the KZN RTI. By addressing negative cultural norms, resolving leadership conflicts, and promoting a more open and adaptive culture, the organisation can enhance its capacity to embrace and implement necessary changes.

Subtheme 11.4: Lack of cooperation

This subtheme explores the perception of a lack of cooperation within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as expressed by Junior Manager 3, Traffic Officer 4, Traffic Officer 5, and Traffic Officer 6. Junior Manager 3's apprehension about chaos and disaster reflects concerns about the potential consequences of change initiatives

within the organisation. This sentiment aligns with research suggesting that uncertainty and fear of the unknown can breed resistance to change (Ford *et al.* 2008). Junior Manager 3's remarks underscore the importance of addressing employees' anxieties and providing clear communication and support during change efforts.

"I see chaos and disaster, and it's going to take some drastic measures to turn things around." (Junior Manager 3).

Traffic Officer 4 highlights the negative influence of political agendas on organisational dynamics, attributing it to a lack of cooperation and coordination. This observation underscores the impact of external influences on internal organisational processes and highlights the need for greater transparency and alignment in decision-making (Buchanan 2008). Traffic Officer 4's critique emphasises the importance of fostering a collaborative environment conducive to change.

"The changes that I have seen over the past few years have been running around political silos, I believe that the political agenda of different people is running down to the people on the ground and negatively influencing our work. So, it affects the change negatively, and we need to get rid of all of this so that we can create positive changes." (Traffic officer 4).

Overall, the subtheme highlights the critical role of cooperation and collaboration in facilitating successful change initiatives within the KZN RTI. By addressing concerns about autocratic leadership, political influences, and organisational culture, the organisation can create a more supportive and unified environment conducive to change.

Subtheme 11.5: Autocratic Leadership and Lack of Democracy

This subtheme explores the perception of autocratic leadership and a lack of democracy within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as articulated by Traffic Officer 6, Traffic Officer 8, Traffic Officer 9, and Traffic Officer 5. The data extracted from the participants' perceptions shed light on the pervasive sense of disempowerment and disunity stemming from top-down decision-making and a perceived absence of participatory processes.

Traffic Officer 6's critique of autocratic leadership underscores the importance of inclusive decision-making processes in fostering employee engagement and commitment to organisational goals (Avolio *et al.* 2009). The call for democracy and suggestion boxes reflects the literature on employee voice and empowerment, which suggests that involving employees in decision-making can lead to greater job satisfaction and organisational effectiveness (Morrison-Smith and Ruiz 2020).

"I see autocratic leadership. We are just given instructions; we are never consulted. We need democracy as well, we need suggestion boxes, and we need to be allowed to also give inputs in change-related matters. So, the organisational culture influences change negatively." (Traffic officer 6).

Traffic Officer 5 echoes concerns about autocratic leadership and a lack of democratic decision-making processes within the organisation. This perspective reflects the literature on participative leadership, which suggests that involving employees in decision-making can enhance their commitment to organisational goals and increase their willingness to embrace change (Avolio *et al.* 2009). Traffic Officer 5's remarks underscore the importance of empowering employees and soliciting their input in change-related matters. "I see autocratic leadership. We are just given instructions; we are never consulted. We need democracy as well, we need suggestion boxes, we need to be allowed to also give inputs in change-related matters. So, the organisational culture influences change negatively." (Traffic Officer 5).

Traffic Officer 8 highlights the detrimental effects of divergent agendas and a lack of uniformity within the organisation. This observation underscores the importance of alignment and coherence in organisational goals and strategies (Cameron and Quinn 2011). Traffic Officer 8's remarks underscore the need for leadership to establish clear direction and foster unity among employees to facilitate successful change initiatives. "It is influencing change negatively because we are all pulling in different directions. We all have different agendas, there is no uniformity, and this ends up affecting us traffic officers that are working on the ground." (Traffic Officer 8).

Overall, the above statements underscore the critical role of leadership style and organisational culture in shaping employee perceptions and attitudes toward change

within the KZN RTI. By promoting democratic decision-making processes, fostering accountability and discipline, and championing change at all levels, the organisation can create a more inclusive and empowering environment conducive to successful change implementation.

Subtheme 11.6: Ill Discipline and Lack of Conducive Environment

This subtheme sheds light on the pervasive issue of ill-discipline and the absence of a conducive work environment within the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI), as articulated by Traffic Officer 9, and Traffic Officer 7. The data extracted underscore the detrimental effects of ill-discipline on organisational culture and its implications for change implementation efforts.

Traffic Officer 9's observation of ill-discipline spanning from top to bottom within the organisation highlights the systemic nature of the issue (Bass and Avolio 1993). The lack of discipline not only undermines operational efficiency but also erodes trust and undermines morale, creating a challenging environment for driving change initiatives.

"Ill-discipline is a major adverse influence. Nobody is disciplined, from the top-to-down and down-to-top, there is ill-discipline, and the working conditions are not conducive." (Traffic Officer 9).

Traffic Officer 7 echoes Traffic Officer 9's sentiment regarding the pervasive ill-discipline and its adverse impact on the work environment. The lack of discipline not only affects day-to-day operations but also exacerbates challenges associated with change management by fostering resistance and hindering collaboration (O'Reilly III *et al.* 2014). "Ill-discipline is a major adverse influence. Nobody is disciplined, and the working conditions are not conducive." (Traffic Officer 7).

Overall, the above subtheme underscores the critical role of discipline, organisational coherence, and values alignment in creating a conducive environment for successful change implementation. Addressing issues of ill-discipline and fostering a culture that values collaboration, accountability, and collective goals are essential steps in overcoming barriers to change within the KZN RTI.

6.2.3 Theme 12: Recommendations for Improving Organisational Change Process

Theme 12 encompasses suggestions and strategies proposed by stakeholders to enhance the effectiveness of change initiatives within the organisation. Research by (Armenakis *et al.* 2007) emphasises the importance of soliciting input from employees and stakeholders when developing change strategies, as their perspectives can offer valuable insights and increase buy-in. Furthermore, Kotter (1996) highlights the significance of clear communication, strong leadership, and employee empowerment in successful change implementation. Recommendations often include providing adequate training and support for employees to adapt to new processes (Hayes 2018) and fostering a culture that embraces continuous improvement and innovation (Beer and Nohria 2000). By implementing these recommendations, organisations can create a conducive environment for change, increase employee engagement, and enhance overall organisational effectiveness. Figure 6.1 depicts the areas suggested by the participants that could improve organisational change process at the KZN RTI.



Figure 6.1 Visualising the recommendation for the improving organisational change process.

Subtheme 12.1: Leadership and Mentality Change

The response from Field Supervisor 1 encapsulates a significant sentiment echoed by many of the participants interviewed in the study: the necessity for a shift in leadership mentality. Here, the emphasis is placed on moving beyond traditional management approaches toward more visionary and transformative leadership practices.

"Change the mentality of leadership... we need to change our mindsets, are we really leading or just managing." (Field Supervisor 1).

The call for changing the leadership mentality reflects a recognition that traditional management practices may not be sufficient for navigating the complexities of modern organisational change. Instead, there is a growing acknowledgment of the need for leaders who can inspire, innovate, and adapt to changing circumstances (Bass and Riggio 2006). By questioning whether leaders are truly leading or merely managing, there is an implicit recognition of the distinction between management and leadership. While management focuses on controlling and organizing resources to achieve predetermined goals, leadership involves inspiring and empowering others to pursue a shared vision (Kotter 1995). Furthermore, the emphasis on changing mindsets suggests a desire for leaders who can inspire and motivate others to embrace change rather than merely enforcing it through authority. Inspirational leadership is essential for fostering a culture of innovation, collaboration, and continuous improvement, which are crucial for successful organisational change (Avolio *et al.* 2009).

Subtheme 12.2: Inclusive Decision-Making and Representation

The responses under Subtheme 2 emphasise the critical importance of inclusive decision-making and representation in the change process within the organisation. Here's the interpretation and discussion along with supporting literature: Field Supervisor 2 highlights the necessity of involving employees from all levels of the organisation in the decision-making process related to change initiatives. This approach ensures that diverse perspectives are considered, leading to more well-rounded and effective decisions (Cummings and Worley 2023).

"If there is a change about to happen, all levels of the organisations should be involved in that process so that all employees can have input because that will benefit the whole organisation." (Field supervisor 2).

There was also a call for representation with relevant expertise. Field Supervisor 3 emphasises the importance of appointing representatives who possess the necessary knowledge and experience related to the area changing. This ensures that those involved in decision-making understand the practical implications and challenges faced by employees in their respective roles, leading to more informed and realistic decisions (Ford and Ford 2009).

"What I would recommend is that we have people that will be put in place, that have the know-how of the people and work that is there, for example, you cannot have people representing traffic officers who have no clue about being a traffic officer is..." (Field supervisor 3).

In summary, the emphasis on inclusive decision-making and representation underscores the importance of involving employees from various levels of the organisation in the change process. By incorporating diverse perspectives and providing opportunities for professional development, organisations can enhance employee engagement, commitment, and ultimately, the success of change initiatives.

Subtheme 12.3: Skill Development and Training

The responses under Subtheme 3 underscore the critical role of skill development and training in facilitating organisational change.

- **Comprehensive training program**

The participants emphasise the need for comprehensive training programs that cover various aspects of change management, skill development, and career advancement. This holistic approach ensures that all members of the organisation, regardless of their hierarchical position, are adequately prepared to understand, embrace, and implement change initiatives (Junior Manager 1, Traffic Officer 4). For instance, Junior Manager 1 and Traffic Officer 4 advocate for upskilling all members of the organisation through change management courses, seminars, and other professional development opportunities. Investing in the professional growth of employees not only enhances their skills and capabilities but also fosters a culture of continuous learning and adaptability, essential for navigating organisational change (Bassi and McMurrer 2007).

"All staff from top to bottom must be sent for change management courses, seminars, etc. There are also a significant number of important management courses, but I have never attended one... The organisation needs to upskill all members." (Junior manager 1).

"There should be training, lots of training, training that will develop us as employees to understand, embrace and implement change." (Traffic Officer 4).

- **Career pathway**

Junior Manager 4 suggests the implementation of career paths for every employee, emphasising the importance of clear pathways for professional growth and development. Additionally, the proposal for a separate department dedicated to specific skills, such as road safety, highlights the strategic importance of aligning organisational structure with the organisation's objectives and competencies (Junior Manager 4).

"Number one you have to introduce career pathing for every single person in the KZN RTI, have a separate department not just a Chief Directorate, for KZN RTI and Road Safety, even if we report under the Minister of Police, the separate department that is apolitical..." (Junior manager 4).

Research has consistently highlighted the importance of training and development programs in facilitating organisational change and improving employee performance (Bassi and Van Buren 1998). Effective training equips employees with the necessary knowledge, skills, and attitudes to adapt to new roles and responsibilities during periods of change. Implementing career pathing initiatives fosters employee engagement, retention, and performance by providing clear pathways for advancement and skill development (Aguinis, Joo and Gottfredson 2013). Career development opportunities contribute to employees' sense of purpose and satisfaction, aligning their personal goals with organisational objectives.

In summary, Subtheme 3 highlights the importance of investing in skill development, career pathing, and strategic planning to prepare the workforce for organisational change. By prioritizing comprehensive training programs and aligning policies with organisational objectives, leaders can enhance the organisation's readiness for change and facilitate smoother transitions during periods of transformation.

Subtheme 12.4: Communication and Consultation

Subtheme 4 underscores the vital role of communication and consultation in facilitating successful organisational change. Senior Manager 2 advocates for a systematic approach to identifying organisational challenges and developing policies aligned with a change management framework. This approach ensures that change initiatives are

guided by a clear understanding of the organisation's needs and objectives, enhancing their effectiveness and acceptance among employees (Senior Manager 2).

"Let's first identify the challenges within the organisation, and that should tell us that we need to move or to change, develop relevant policies that should be aligned with a change management framework, engage representatives of the employees, and expose everybody to that before we can begin..." (Senior manager 2).

Strategic planning processes, including the identification of challenges and the development of relevant policies, are essential for effective change management (Cameron and Green 2015). By aligning policies and initiatives with organisational goals, leaders can create a conducive environment for successful change implementation. To achieve this, the need for clear and transparent communication channels is highlighted throughout the responses (Junior Manager 3, Senior Manager 1). Effective communication ensures that employees are well-informed about changes, understand the rationale behind them, and feel valued as part of the decision-making process (Choi and Ruona 2011).

"We need to sit down and communicate. Communicate effectively and fruitfully, there must be no stupid question, when a person asks a question, they are not being stupid, they are asking because they do not know..." (Junior manager 3).

"These changes need to be communicated, without communication, you will not achieve your change goals, if the changes can be communicated before implementation, we will find ourselves as an organisation in favourable situations to see the changes taking place successfully." (Senior manager 1).

Respondents stressed the importance of creating a culture where questions are encouraged and valued (Junior Manager 3). Welcoming questions fosters an environment of open dialogue, where concerns can be addressed, and feedback can be incorporated into change plans (Beer and Nohria 2000). Traffic Officer 7 raises concerns about the organisation's structure, suggesting that decentralisation may improve communication and decision-making processes. Decentralisation can empower frontline employees, enabling quicker responses to challenges and facilitating a more efficient communication flow (Williamson 2021).

"My main concern is the way our organisation is structured. I feel that KZN RTI is very central, some things need to be decentralised. When we need things, it takes very long to obtain them..." (Traffic Officer 7).

Subtheme 12.5: Strategic Planning and Evaluation

Subtheme 5 underscores the critical role of strategic planning and evaluation in driving successful organisational change. Some participants emphasise the importance of proactive strategic planning to anticipate challenges and opportunities (Junior Manager 2). Strategic planning provides a roadmap for change initiatives, enabling organisations to align resources and efforts with long-term objectives (Hrebiniak and Joyce 1985).

"Proper strategic planning is necessary... So, if strategic planning at the highest level is done correctly for the KZN RTI, we will foresee the results and not be reactive." (Junior Manager 2).

Middle Manager 2 suggests the creation of dedicated sections within the organisation for monitoring, evaluation, and change management. Dedicated sections enhance organisational capacity for planning, implementation, and evaluation of change initiatives, ensuring systematic oversight and accountability (Kotter and Schlesinger 2008).

"I would recommend that KZN RTI introduces its own Monitoring and Evaluation section, its own organisational change or change management section, or any other section necessary that will improve the functioning of the organisation..." (Middle manager 2).

Senior Manager 2 advocates for identifying organisational challenges and developing relevant policies aligned with a change management framework. Strategic identification of challenges allows organisations to formulate targeted interventions and policies that support change objectives (Rothwell 2016).

"Let's first identify the challenges within the organisation, and that should tell us that we need to move or to change, develop relevant policies that should be aligned with a change management framework, engage representatives of the employees, and expose everybody to that before we can begin..." (Senior manager 2).

Traffic Officer 8 and Traffic Officer 3 highlight the importance of involving all organisational members, including junior staff, in decision-making and strategic planning. Involving

diverse stakeholders fosters ownership, commitment, and innovation, leading to more effective change implementation (Armenakis and Bedeian 1999).

"I would recommend the involvement of junior staff when important change decisions are made because most of these decisions affect the junior staff and they are the ones that serve the mandate of the organisation..." (Traffic Officer 8).

"Like I have alluded earlier on, Managers must consult lower-level employees when dealing with change, especially from the youth because they still have the interest of seeing this organisation succeed..." (Traffic officer 3).

In summary, Subtheme 5 highlights the importance of strategic planning, establishment of dedicated sections, identification of challenges, and involvement of all organisational members in driving successful organisational change. By adopting a proactive and inclusive approach to strategic planning and evaluation, organisations can enhance their readiness for change and improve the effectiveness of change initiatives.

Subtheme 12.6: Structural and Organisational Changes

Subtheme 6 focuses on recommendations for structural and organisational changes within the KZN RTI. Junior Manager 4 suggests introducing clear career pathing for every employee within the KZN RTI. Clear career paths provide employees with a sense of direction and progression, contributing to job satisfaction and retention (Campion et al., 2011).

- **Career pathway**

"Number one you have to introduce career pathing for every single person in the KZN RTI, have a separate department not just a Chief Directorate, for KZN RTI and Road Safety..." (Junior manager 4).

The above proposal reflects the need for specialised units to address specific functions efficiently (Cummings and Worley 2014).

- **Improved infrastructure**

Senior Manager 3 highlights the need for improved infrastructure and facilities, emphasising the importance of being taken seriously as a law enforcement organisation. Adequate infrastructure supports organisational effectiveness and enhances employee morale (Hitt, Carnes and Xu 2016).

"My recommendation is we need to have those systems in place, more importantly, we need to be taken seriously as law enforcement organisation by the Department of Transport...look at the KZN RTI buildings, they are in a terrible state..." (Senior manager 3).

- **Clarification of Roles and Decentralisation:**

Supervisor 3 and Traffic Officer 7 raise concerns about organisational structure and suggest clarifying roles and decentralizing certain functions. Clarifying roles reduces ambiguity and improves accountability, while decentralisation can lead to more agile decision-making and responsiveness (Galbraith 2014).

"My first recommendation is that we should establish the numbers of employees, their roles and they know what to do and not deviate..." (Supervisor 3).

"My main concern is the way our organisation is structured. I feel that KZN RTI is very central, some things need to be decentralised. When we need things, it takes very long to obtain them..." (Traffic Officer 7).

In summary, Subtheme 6 highlights recommendations for structural and organisational changes aimed at enhancing efficiency, effectiveness, and employee satisfaction within the KZN RTI. By addressing issues such as career pathing, departmental structures, infrastructure, roles, and decentralisation, organisations can create a more conducive environment for achieving their objectives and serving their stakeholders.

Subtheme 12.7: Improved Leadership Selection and Accountability

Subtheme 7 focuses on the need for improved leadership selection processes and increased accountability within the KZN RTI. The following were suggested as a way of improving leadership selection and ensuring accountability within the organisation.

- **End of Buddy-Buddy System**

Traffic Officer 2 criticizes the prevalence of the "buddy-buddy system" in leadership selection, where individuals are appointed based on personal relationships rather than merit. This aligns with the importance of meritocracy in leadership selection, as research

suggests that selecting leaders based on competency rather than personal relationships leads to better organisational outcomes (Judge and Piccolo 2004).

"They must stop the buddy-buddy system in this department...we have seen people that we know for sure and seen that they are not capable to be middle managers and station commanders get appointed because of this buddy-buddy system, and that must stop..." (Traffic officer 2).

- **Involvement of Junior Staff in Decision-Making**

Traffic Officer 8 recommends involving junior staff in important change decisions, emphasising the need for inclusivity and recognising the impact of decisions on all levels of the organisation. Involving employees in decision-making can increase their sense of ownership and commitment to organisational goals (Eisenberger *et al.* 2001).

"I would recommend the involvement of junior staff when important change decisions are made because most of these decisions affect the junior staff and they are the ones that serve the mandate of the organisation..." (Traffic officer 8).

- **Collaborative and Supportive Management Structure**

Traffic Officer 10 highlights the importance of a collaborative and supportive management structure, where managers support each other and work together to implement change effectively. Research suggests leadership contributes to employee satisfaction, motivation, and performance (Eisenberger *et al.* 2001).

"The organisation needs to reorganize its management, from Senior Management coming down to the lowest level of management. At the end of the day, we must not come to work to settle personal scores or vendettas, our managers don't get along themselves and that needs to stop so that they can support each other and implement change synergically..." (Traffic Officer 10).

In summary, Subtheme 7 underscores the importance of fair, transparent, and accountable leadership practices for successful organisational change. By addressing concerns related to leadership selection, inclusivity in decision-making, and fostering a supportive management structure, organisations can build trust, engagement, and

commitment among employees, ultimately enhancing their capacity to navigate and implement change effectively.

6.3 SUMMARY OF KEY FINDINGS

Figure 6.2 subsumes the keywords used by the participants during the interview. From the data analysed, it emerged those words like "answer," "change," "employees," "manager," "officer," "organisation," "senior," and "supervisor" appear frequently in the text, indicating their significance within the context. Overall, the word cloud highlights keywords that carry substantial weight in the text, indicating their importance in conveying meaning and context. It is reasonable to assume that the aforementioned words likely represent central themes, concepts, or entities within the discussed content. In summary, the themes analysed in the context of the KZN RTI reveal a complex landscape of challenges and opportunities associated with organisational change. Effective leadership, positive management practices, and strategic human resource management are crucial elements for navigating cultural shifts and fostering a conducive work environment.

While various rationales for change emerged, addressing them requires concerted efforts from leadership, employees, and stakeholders. Furthermore, the absence of formal change management frameworks and mixed perceptions of organisational readiness underscore the need for tailored strategies to guide change initiatives effectively. Individual behaviour, organisational culture, and effective communication play pivotal roles in shaping the success of change efforts, emphasising the importance of proactive approaches and inclusive practices. Overall, embracing these recommendations can facilitate smoother transitions, foster a culture of continuous improvement, and enhance organisational effectiveness within the KZN RTI.

Individual behaviour, organisational culture, and effective communication have been identified as critical factors shaping the success of change efforts. Strategies aimed at fostering proactive approaches, inclusive practices, and transparent communication are essential for overcoming resistance and driving positive change within the organisation. Moreover, the recommendations provided by stakeholders offer actionable insights into how the KZN RTI can enhance its readiness for change and improve organisational effectiveness. By prioritizing inclusive decision-making, investing in skill development, fostering transparent communication, and ensuring fair and accountable leadership practices, the organisation can create a conducive environment for change and innovation.

In conclusion, embracing these recommendations and implementing tailored strategies will not only facilitate smoother transitions during periods of transformation but also foster a culture of continuous improvement within the KZN RTI. By doing so, the organisation can enhance employee engagement, increase organisational effectiveness, and better serve its stakeholders, ultimately positioning itself for long-term success in fulfilling its mandate of ensuring road safety and compliance with traffic regulations.

CHAPTER SEVEN

CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

The previous chapter discussed the empirical findings of this research study. The NVivo qualitative data analysis software was used to evaluate the relationship of variables to establish the suitability of the proposed model. This chapter uses the empirical findings and the literature review to conclude the study. It further furnishes recommendations for the institutional managers and practitioners in the traffic law enforcement fraternity. Firstly, the chapter appraises the attainment of the objectives of the research. Secondly, the objectives of the study and the empirical findings will be compared to conclude the study. Thirdly, the conclusion of the study and the recommendations will be presented based on the findings. Lastly, the researcher will discuss the limitations and suggestions of the study.

7.2 SUMMARY OF THE THEORETICAL STUDY

In recent times, the traffic law enforcement fraternity has faced the challenge of evolving whilst ensuring they keep up in line with their mandate of coordinating, planning, regulating, and facilitating traffic law enforcement by ensuring driver and vehicle fitness and other relevant factors that fall within their jurisdiction. The study aimed to examine the role of leadership in the organisational change process in the KZN RTI, which is a provincial traffic law enforcement organisation. An extensive literature review was conducted to lay a solid ground for the study. Chapter two set the tone for the study by presenting leadership theories, styles, and matters about organisational change in Africa. Furthermore, a global perspective of leadership issues in organisations was presented. It was noted that some of the challenges affecting leadership include the choices of leadership styles, inadequate leadership skills, and ineffective leadership. These challenges adversely affect the smooth running of organisations, as a result, contributing to service failure when organisations fail to meet their envisaged results. In addition, the literature review proved that many organisations are over-managed and under-led. The leadership phenomenon is demanding and many professional heads neither fathom their distinct leadership styles and are nor finessed with advancing their modus operandi to enhance the efficacy of their leadership strategies. The training and development of

leaders is imperative for them to resonate with the concept of organisational change because flexibility is an essential characteristic during organisational change management. Furthermore, an adaptive and situational leader embraces change as a constant, anticipates change, and aligns with its strategy. Irrespective of the style of leadership employed, strategic leadership that seeks to stabilise behaviour modes to enhance the leadership influence during organisational change is imperative.

The discussions in chapter three presented change management theories, models, and types of change that can be utilised or considered during the organisational change process. These suggest that the type of the proposed change is pivotal and it should determine how the change should be implemented. However, the change management theories and models highlight the consequential roles played by individuals in the organisational change process which are the processes of leading change that is championed by leaders and implementing change that is conducted by employees as a whole. Chapter three concluded with a discussion on resistance to change, the role of organisational culture, information technology, and managing complex change in the organisational change process. The review highlights that leaders must apply all the necessary styles and qualities of leadership to bring employees to a state of aspiring to support the proposed changes whilst being accountable for successes and failures. The review also emphasises the significance of the proper alignment of leadership and the team to create shared goals and visions for a fruitful organisational change process.

7.3 REFLECTION AND EVALUATION OF STUDY OBJECTIVES

Several objectives were formulated to address the research problem. Thus, a qualitative study was undertaken to achieve the set objectives. The following is a summary of the findings about the objectives of this study.

7.3.1 To examine the influence of organisational culture on organisational change in the KwaZulu-Natal Road Traffic Inspectorate

To achieve this objective, the respondents were asked to analyse organisational culture matters, and the role of organisational culture on organisational change in the KZN RTI. The findings revealed the theme of human resource dynamics, and subthemes of

appointment of managers and supervisors, management style and organisational culture, and the reshuffling of the management posts. According to the findings, there had been a detrimental shortage of managers and supervisors, and they have since been appointed, which is embraced positively. However, the study further revealed challenges related to management styles and organisational dynamics due to issues about cooperation, attitudes, and unresolved problems at the management level. Furthermore, the findings uncovered organisational instability that hinders positive changes, lack of transparency regarding demographic data within the KZN RTI, misalignment of cultural norms, autocratic leadership and lack of democracy, ill-discipline, lack of a conducive environment, and lack of cooperation. Based on the findings, they concluded that organisational culture has a significant and negative influence on organisational change. Therefore, the objective to ascertain the effects of organisational culture on organisational change was met.

7.3.2 Examining the influence of leadership on change management in the KZN RTI

To achieve this objective, the study analysed the respondents' perceptions concerning the influence of leadership on change management. Respondents were requested to rate the way the leadership handled change. The findings of the study reveal there is dissatisfaction with the manner the change management process is led, particularly the frustration with the recruitment process, delays in implementing positive changes, lack of proper change management approaches, poor communication, lack of consultation, leadership ineffectiveness and lack of meaningful change. The findings further reveal the need for appropriate strategic planning and evaluation, and improved selection and accountability. Therefore, the objective to determine the leadership influence on change management was achieved.

7.3.3 Identifying and analysing the drivers and challenges that influence change management in the KZN RTI

To achieve this objective, the participants were asked to respond to various change management questions about this objective. The findings reveal drivers and challenges that influence organisational change management as positive practices of management,

effective leadership, and the strategic management of human resources. The failure to manage these appropriately causes challenges, and when they are managed appropriately, they drive the organisation forward. Individual behaviour on organisational change is mostly negative, but in some instances, it is better to engage employees at an individual level than when in groups. The absence of the organisational change management framework hinders the organisational change process. There is dissatisfaction with the change management process. The negative perception of change is a barrier, whilst the positive change perception has the potential to advance the organisational change process. Furthermore, the significantly negative organisational culture poses challenges. Therefore, the objective to identify and examine the challenges and drivers that influence change in the KZN RTI was met.

7.3.4 To explore the status of change management in the KZN RTI

To achieve this objective, the study evaluated the organisational readiness for change and the perceptions of change in the organisation. Based on the findings, the study concluded that the status of change is significant and negative due to a lack of readiness for change, uncertainty, and resistance. The minority who are of the view that the organisation is ready for change also state some significant adjustments need to be effected for the change to succeed. The findings also reveal a significant gap in preparing the employees for change. Therefore, the objective of exploring the status of change management in the KZN RTI was achieved.

7.3.5 Developing and validating a strategic change management framework for successful implementation of the KZN RTI

To achieve this objective, theme 12 in the preceding chapter has discussed at length the strategic imperative for change and improving organisational performance. In this regard, a framework (Figure 6.1) - visualising the recommendation for improving the organisational change process has been developed and it encompasses several variables that are key to change. Therefore, this objective was achieved.

7.4 CONTRIBUTION AND IMPLICATION OF THE STUDY

This study has contributed to literature of leadership and change management in several ways. Thus, the contribution of this study is presented in detail. Firstly, this study has contributed to the literature on change management and leadership with specific reference to the developing world and South Africa. In addition, very few studies have been conducted on change management in the road traffic directorate. Therefore, this study is groundbreaking and serves as a tool for benchmarking with similar studies and provides a springboard for altering procedures and processes in the directorate so that service delivery can ultimately be improved to positively affect the road users.

Another key contribution of this study is the development of the framework depicted in chapter five under theme 12 and specifically figure 6.1. The framework highlights key variables that are key to change management and improving overall performance at the KZN RTI. Thus, the key variables that management should consider operationalising as highlighted in the proposed framework are skills development and training, leadership and mentality change, inclusive decision-making and representation, strategic planning and evaluation, clear communication and consultation, structural and organisational changes, improved leadership selection and accountability.

To better deal with the problems that the RTI faces in managing the normal functioning of this institution, the management must play a crucial role in contextualising the new strategies of bringing ways of dealing with the global information gap that will see the change management rehearsed and fill the existing gaps. Thus, the management of the KwaZulu-Natal Department of Transport is, therefore, requested to look at change management to improve the failures that have been deteriorating the work and service delivery in the province. As a result, a framework to practically apply an organisational change in the province leadership structure is key.

The management of the KwaZulu-Natal Transport Inspectorate needs to institute operational change management to control the application of governance strategies and processes for the successful delivery of an excellent and effective infrastructure.

The management leadership should thoroughly look at working on structural and organisational changes such as change management procedures that emphasise on mechanisms of infrastructure change, deal with all existing problems, implement ad-hoc activities that comply with influencing aspects of quality service delivery;

The management leadership should allow key practical activities that have the responsibilities to review and report the initiated change by ensuring that all implemented changes have succeeded and met primary objectives. In this regard, strategic planning and evaluation is very important so that all formulated plans are monitored for their successes, lapses, and failures through a stringent evaluation framework.

The management should work on a well-balanced timing schedule for the change to allocate key responsibilities and roles to the staff whose expertise is genuine and are experienced. In this regard, there is a need for leadership and mentality change. Leaders should lead by example and ensure that they practice and preach the change that they seek to achieve. Thus, given the operational demands of the majority of the work done by the RTI, leaders such as junior managers and supervisors should be in the forefront showing their junior employees how things must be done to deliver effective and efficient services to the citizens.

The management of the KZN RTI should guarantee the assessment of the change in conformity with standards of available documents, and maintain the route to change management according to procedures agreed upon at the start. In addition, the tasks of the manager should be split into mastering the procedures towards change management. Specifically, in terms of work division, processes, and core roles and accountabilities of the practice of the change

In addition, the management should develop clear communication channels and guidelines, and provide an avenue for consultation. In this regard, there is a need to remain in full communication with all departments and give any updates that are initiated towards the change management processes. Simply put, all stakeholders must be kept abreast of recent developments and changes and they should be involved and consulted

in coming up with decisions. Buy-in of relevant stakeholders is critical for effective change management and fluidity of the organisation.

The management of the KZN RTI should consider skills development and training. There is a need to train employees at different levels of management on the implications of change management. Thus best practices on both leadership and critical aspects that drive positive change as proposed in the framework of this study should be communicated and rehearsed. This will ensure that change is not only observed in an interim capacity but that it becomes part of the organisation's fabric.

7.5 LIMITATION OF THE STUDY

Despite the crucial contributions of the study, the findings cannot be generalised due to certain limitations. Firstly, this study was limited to KwaZulu-Natal Road Traffic Inspectorate (KZN RTI) Empangeni and Ladysmith regions. The total sections of the KZN RTI include four regions (Empangeni, Ladysmith, Pietermaritzburg, and Durban regions), Traffic Training College, Head Office and Traffic Camera Office; such that the findings cannot be generalised beyond the current scope. Furthermore, the study targeted only the traffic law enforcement personnel of the KZN RTI. The sample size used in the study was not representative of the entire population as such sampling bias is inevitable. In addition, the researcher cannot rule out respondent bias whereby certain respondents provided answers that were convenient to them for the sake of completing the exercise. Despite the above limitations, it is important to state that they do not dilute the relevance and contribution of this study but provide further opportunities for research. Simply put, the limitations act as a guide to future scholars of management and leadership to explore other avenues for knowledge generation.

7.6 DIRECTION FOR FUTURE RESEARCH

Given the fact that this research uncovered some of the challenges experienced in change management as stated by junior and senior employees of the KwaZulu-Natal Road Traffic Inspectorate (KZN RTI). Therefore, future research should consider a longitudinal study to assess if there are changes in behaviour and management over a certain period bearing in mind that the management of which the researcher is part of is

aware of the predicament in which the directorate finds itself in. In addition, future research should consider extending the footprint of this research to other offices or nationally so that the results are widely applied in different regions of the road traffic directorate. In addition, a comparative study should be conducted to ascertain if the issues affecting the KZN RTI Empangeni and Ladysmith regions are prevalent in other regions and sections of the KZN RTI. Also, future research should not only focus on traffic law enforcement officials of the KZN RTI or traffic law enforcement organisations, but should include all its employees.

7.7 CONCLUSION

The overall aim of this study was to examine the role of leadership in change management in the KwaZulu-Natal Road Traffic Inspectorate. Leaders and managers are in charge of change management in many organisations. However, most managers don't seem to understand its importance which results in inaction and poor management. Although change is difficult, it can be fatal if it is not made. To remain effective, an organisation must be able to adapt. Since organisations are constantly subjected to change, they must adapt well to shifting demands and heightened pressure of changes in the environment. Thus, the organisation's approach to change management could be always improved or achieved by the willingness of the leadership.

It is important to manage change with strong leadership to get support and alter employees' attitudes, abilities, and behaviors. Therefore, top executives and senior managers must continuously improve service delivery by adjusting to change and - managing it astutely if the traffic departments are to increase their chances of success and maintain their relevance. The importance of communication during change management cannot be overemphasised. Thus, several change management approaches stress the importance of effective communication for the successful implementation of change. Thus, clear, consistent, and transparent communication is crucial for lowering resistance and increasing employee commitment to change.

LIST OF REFERENCES

- Abdullahi, A. Z., Anarfo, E. B. and Anyigba, H. 2020. The impact of leadership style on organizational citizenship behavior: does leaders' emotional intelligence play a moderating role? *Journal of Management Development*, 39 (9/10): 963-987.
- Abebe, R. G., Bakombo, S. and Konkle, A. T. 2023. Understanding the Response of Canadians to the COVID-19 Pandemic Using the Kübler-Ross Model: Twitter Data Analysis. *International Journal of Environmental Research and Public Health*, 20 (4): 1-13.
- Adams, E. W. 1965. Elements of a theory of inexact measurement. *Philosophy of science*, 32 (3): 205-228.
- Adeoye, M. A. 2023. Review of sampling techniques for education. *ASEAN Journal for Science Education*, 2 (2): 87-94.
- Aguinis, H., Joo, H. and Gottfredson, R. K. 2013. What monetary rewards can and cannot do: How to show employees the money. *Business horizons*, 56 (2): 241-249.
- Akanji, B., Mordi, C., Ituma, A., Adisa, T. A. and Ajonbadi, H. 2020. The influence of organisational culture on leadership style in higher education institutions. *Personnel Review*, 49 (3): 1-26.
- Akanpaadgi, E. and Mumuni, A. 2021. Institutional Reform and Change Management: The Conversion of Polytechnics to Technical Universities. *African Educational Research Journal*, 9 (3): 655-658.
- Akpoviro, K. S., Kadiri, B. and Owotutu, S. O. 2018. Effect of participative leadership style on employee's productivity. *International Journal of Economic Behavior (IJEBS)*, 8 (1): 47-60.
- Al-Ali, A. A., Singh, S. K., Al-Nahyan, M. and Sohal, A. S. 2017. Change management through leadership: the mediating role of organizational culture. *International Journal of Organizational Analysis*, 25 (4): 723-739.
- Al Owad, A., Yadav, N., Kumar, V., Swarnakar, V., Jayakrishna, K., Haridy, S. and Yadav, V. 2023. Integrated Lean Six Sigma and Kotter change management framework for emergency healthcare services in Saudi Arabia. *Benchmarking: An International Journal*, Article ID(2023): 1-33. Available: DOI 10.1108/BIJ-05-2023-0335 (Accessed 23 July 2024).
- Alavi, M. and Leidner, D. E. 2001. Research commentary: Technology-mediated learning—A call for greater depth and breadth of research. *Information systems research*, 12 (1): 1-10.
- Alharahsheh, H. H. and Pius, A. 2020. A review of key paradigms: Positivism VS interpretivism. *Global Academic Journal of Humanities and Social Sciences*, 2 (3): 39-43.
- Ali, M. A., Zafar, U., Mahmood, A. and Nazim, M. 2021. The power of ADKAR change model in innovative technology acceptance under the moderating effect of culture and open innovation. *LogForum*, 17 (4): 485-502.

Allgood, A. M., Brown, M. R., Meese, K. A. and Borkowski, N. 2020. Creating a Tabletop Escape Room Activity to Enrich Students' Change Management Education. *Journal of Health Administration Education*, 37 (3): 213-222.

Allsop, D. B., Chelladurai, J. M., Kimball, E. R., Marks, L. D. and Hendricks, J. J. 2022. Qualitative methods with Nvivo software: A practical guide for analyzing qualitative data. *Psych*, 4 (2): 142-159.

Alotaibi, S. M., Amin, M. and Winterton, J. 2020. Does emotional intelligence and empowering leadership affect psychological empowerment and work engagement? *Leadership & Organization Development Journal*, 41 (8): 971-991.

Alyami, N. M. 2022. The Influence of National and Organisational Culture on Integrated Marketing Communication Strategies in Higher Education Institutions: A comparative study between public and private universities in Saudi Arabia. Doctor of Philosophy, Manchester Metropolitan University.

Arbaein, T. J., Alharbi, K. K., Alzhrani, A. A., Monshi, S. S., Alzahrani, A. M. and Alsadi, T. M. 2024. The assessment of readiness to change among head managers of primary healthcare centers in Makkah, KSA. *Journal of Taibah University Medical Sciences*, 19 (2): 453-459.

Argenti, J. 2018. *Corporate planning: a practical guide*. 1st ed. London: Routledge.

Argote, L., Lee, S. and Park, J. 2021. Organizational learning processes and outcomes: Major findings and future research directions. *Management science*, 67 (9): 5399-5429.

Armenakis, A. A. and Bedeian, A. G. 1999. Organizational change: A review of theory and research in the 1990s. *Journal of management*, 25 (3): 293-315.

Armenakis, A. A., Bernerth, J. B., Pitts, J. P. and Walker, H. J. 2007. Organizational change recipients' beliefs scale: Development of an assessment instrument. *The Journal of applied behavioral science*, 43 (4): 481-505.

Armenakis, A. A. and Harris, S. G. 2009. Reflections: Our journey in organizational change research and practice. *Journal of change management*, 9 (2): 127-142.

Armenakis, A. A., Harris, S. G. and Mossholder, K. W. 1993. Creating readiness for organizational change. *Human relations*, 46 (6): 681-703.

Armenakis, C., Du, E. X., Natesan, S., Persad, R. A. and Zhang, Y. 2017. Flood risk assessment in urban areas based on spatial analytics and social factors. *Geosciences*, 7 (4): 123.

Arshad, M. A., Ali, S. B., Jafri, S. K. A., Arshad, M. H. and Sabir, R. I. 2021. Effect of Organizational Culture and Information Technology Capabilities on Innovation Capabilities: A Case of Manufacturing Firms. *Elementary Education Online*, 20 (5): 6388-6392.

- Asatiani, A., Hämäläinen, J., Penttinen, E. and Rossi, M. 2021. Constructing continuity across the organisational culture boundary in a highly virtual work environment. *Information systems journal*, 31 (1): 62-93.
- Ashok, M., Al Badi Al Dhaheri, M. S. M., Madan, R. and Dzandu, M. D. 2021. How to counter organisational inertia to enable knowledge management practices adoption in public sector organisations. *Journal of Knowledge Management*, 25 (9): 1-58.
- Asikhia, O., Nneji, N., Olafenwa, A. and Owoeye, O. 2021. Change management and organisational performance: a review of literature. *International Journal of Advances in Engineering and Management*, 3 (5): 67-79.
- Assey, E. S., Malingumu, W. and Babyegeya, E. 2022. The perceptions of second school communities in Tabor region on the felt effect of democratic leadership style on curriculum implementation. *European Journal of Research and Reflection in Educational Sciences*, 10 (1): 52-64.
- Atasoy, R. 2020. The Relationship Between School Principals' Leadership Styles, School Culture and Organizational Change. *International Journal of Progressive Education*, 16 (5): 256-274.
- Aung, K. T., Razak, R. A. and Nazry, N. N. M. 2021. Establishing validity and reliability of semi-structured interview questionnaire in developing risk communication module: A pilot study. *Edunesia: Jurnal Ilmiah Pendidikan*, 2 (3): 600-606.
- Avis, K. A., Stroebe, M. and Schut, H. 2021. Stages of grief portrayed on the internet: A systematic analysis and critical appraisal. *Frontiers in psychology*, 12 (2021): 1-23. Available: <https://doi.org/10.3389/fpsyg.2021.772696> (Accessed 14 December 2022).
- Avolio, B. J. and Gardner, W. L. 2005. Authentic leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly*, 16 (3): 315-338.
- Avolio, B. J., Reichard, R. J., Hannah, S. T., Walumbwa, F. O. and Chan, A. 2009. A meta-analytic review of leadership impact research: Experimental and quasi-experimental studies. *The leadership quarterly*, 20 (5): 764-784.
- Babić, N., Petković, Đ. and Romić, L. 2019. Contemporary Accounting Aspects of Business Decision in Strategic Management. *International Scientific Conference Strategic Management and Decision Support Systems in Strategic Management*, 1 (1): 1-17.
- Bagga, S. K., Gera, S. and Haque, S. N. 2023. The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, 28 (2): 120-131.
- Baines, T., Bigdeli, A. Z., Sousa, R. and Schroeder, A. 2020. Framing the servitization transformation process: A model to understand and facilitate the servitization journey. *International Journal of Production Economics*, 221: 1-43. Available: <https://doi.org/10.1016/j.ijpe.2019.07.036> (Accessed 24 January 2024).

- Bakkalbasioglu, E. 2020. How to access elites when textbook methods fail: Challenges of purposive sampling and advantages of using interviewees as “fixers.”. *The Qualitative Report*, 25 (3): 688-699.
- Balluck, J., Asturi, E. and Brockman, V. 2020. Use of the ADKAR® and CLARC® change models to navigate staffing model changes during the COVID-19 pandemic. *Nurse leader*, 18 (6): 539-546.
- Balogun, J. and Hailey, V. H. 2004. *Exploring strategic change. 2. utgave*: Pearson Education Limited: Harlow, England.
- Balsalobre-Lorente, D., Nur, T., Topaloglu, E. E. and Evcimen, C. 2024. Assessing the impact of the economic complexity on the ecological footprint in G7 countries: Fresh evidence under human development and energy innovation processes. *Gondwana Research*, 127: 226-245. Available: <https://doi.org/10.1016/j.gr.2023.03.017> (Accessed 7 May 2024).
- Bareil, C., Savoie, A. and Meunier, S. 2007. Patterns of discomfort with organizational change. *Journal of Change Management*, 7 (1): 13-24.
- Barroga, E., Matanguihan, G. J., Furuta, A., Arima, M., Tsuchiya, S., Kawahara, C., Takamiya, Y. and Izumi, M. 2023. Conducting and writing quantitative and qualitative research. *Journal of Korean Medical Science*, 38 (37): 1-16.
- Bass, B. M. and Avolio, B. J. 1993. Transformational leadership and organizational culture. *Public administration quarterly*, 1 (1): 112-121.
- Bass, B. M. and Bass, R. 2008. *Handbook of leadership: Theory, research, and application*. 4th ed. New York: Free Press.
- Bass, B. M. and Riggio, R. E. 2006. *Transformational leadership*. 2nd ed. New York: Psychology press.
- Bassi, L. and McMurrer, D. 2007. Maximizing your return on people. *Harvard business review*, 85 (3): 1-11.
- Bassi, L. J. and Van Buren, M. E. 1998. The 1998 ASTD state of the industry report. *Training and Development*, 52 (1): 21-43.
- Bates, S. R. and Jenkins, L. 2007. Teaching and learning ontology and epistemology in political science. *Politics*, 27 (1): 55-63.
- Beer, M. and Nohria, N. 2000. Cracking the code of change. *Harvard business review*, 78 (3): 133-141.
- Beerbohm, E. 2015. Is democratic leadership possible? *American Political Science Review*, 109 (4): 639-652.

- Bekele, W. B. and Ago, F. Y. 2022. Sample size for interview in qualitative research in social sciences: A guide to novice researchers. *Research in Educational Policy and Management*, 4 (1): 42-50.
- Benbya, H., Nan, N., Tanriverdi, H. and Yoo, Y. 2020. Complexity and information systems research in the emerging digital world. *Mis Quarterly*, 44 (1): 1-17.
- Bernard, H. R. 2002. *Research methods in anthropology: Qualitative and quantitative methods*. 3rd ed. California: Altamira Press.
- Bernardino, M. J. D. and Tan, E. B. 2022. Utilization of the Unfreeze, Change, and Freeze Model to Enhance the Organizational Culture in Public Schools. *International Journal of Advanced Multidisciplinary Studies*, 2 (11): 10-20.
- Bhayangkara, A. N., Ahmadi, W. H., Firdaus, D. B., Prestiadi, D. and Sumarsono, R. B. 2020. The role of instructional leadership through Kurt Lewin model in improving the teacher capability. *2nd Early Childhood and Primary Childhood Education (ECPE 2020)*, Article ID(2020): 307-317. Available: <http://creativecommons.org/licenses/by-nc/4.0/> (Accessed 4 January 2024).
- Bonsu, S. and Twum-Danso, E. 2018. Leadership style in the global economy: A focus on cross-cultural and transformational leadership. *Journal of Marketing and Management*, 9 (2): 37-52.
- Boohene, R. and Williams, A. 2012. Resistance to organizational change: A case study of Oti Yeboah Complex Limited. *International Business and Management*, 4 (1): 135-145.
- Bose, I. and Gupta, S. 2021. Change Management Theories: A Study on COMAIR, South Africa. *Indian Journal of Industrial Relations*, 56 (3): 480-491.
- Bovee, C. L. and Thill, J. V. 2012. *Business communication today* 11th ed. Boston, MA: Pearson Publishing.
- Bovey, W. H. and Hede, A. 2001. Resistance to organisational change: the role of defence mechanisms. *Journal of managerial psychology*, 16 (7): 534-548.
- Braithwaite, J., Churrua, K., Long, J. C., Ellis, L. A. and Herkes, J. 2018. When complexity science meets implementation science: a theoretical and empirical analysis of systems change. *BMC medicine*, 16 (63): 1-14. Available: <https://doi.org/10.1186/s12916-018-1057-z> (Accessed 10 January 2024).
- Breaugh, J. A. 2008. Employee recruitment: Current knowledge and important areas for future research. *Human resource management review*, 18 (3): 103-118.
- Brönnimann, A. 2022. How to phrase critical realist interview questions in applied social science research. *Journal of Critical Realism*, 21 (1): 1-24.
- Brosig, M. 2020. Whither a theory of inter-organisational relations: a burgeon field of research between conceptual innovation and fragmentation. *Journal of intervention and statebuilding*, 14 (2): 171-186.

- Buchanan, D. and Badham, R. 1999. Politics and organizational change: The lived experience. *Human relations*, 52 (5): 609-629.
- Buchanan, D. A. 2008. You stab my back, I'll stab yours: Management experience and perceptions of organization political behaviour. *British Journal of Management*, 19 (1): 49-64.
- Budd, A. F., Romano, S. L., Smith, N. D. and Barbeitos, M. S. 2010. Rethinking the phylogeny of scleractinian corals: a review of morphological and molecular data. *Integrative and Comparative Biology*, 50 (3): 411-427.
- Burnes, B. 2004. Emergent change and planned change—competitors or allies? The case of XYZ construction. *International Journal of Operations & Production Management*, 24 (9): 886-902.
- Burnes, B. 2009. Reflections: Ethics and organizational change—Time for a return to Lewinian values. *Journal of change management*, 9 (4): 359-381.
- Bushe, G. R. and Lewis, S. 2023. Three change strategies in organization development: data-based, high engagement and generative. *Leadership & Organization Development Journal*, 44 (2): 173-188.
- Caiden, N. 1989. A new perspective on budgetary reform. *Australian Journal of Public Administration*, 48 (1): 53-60.
- Cameron, E. and Green, M. 2009. *Making sense of change management: A complete guide to the models, tools and techniques of organizational change*. 2nd ed. London: Kogan Page Publishers.
- Cameron, E. and Green, M. 2015. *Making sense of change management: A complete guide to the models, tools and techniques of organizational change*. London: Kogan Page Publishers.
- Cameron, K. S. and Quinn, R. E. 2011. *Diagnosing and changing organizational culture: based on the competing values framework*. 2nd ed. San Francisco: John Wiley and Sons.
- Campbell, J. L., Quincy, C., Osserman, J. and Pedersen, O. K. 2013. Coding in-depth semistructured interviews: Problems of unitization and intercoder reliability and agreement. *Sociological methods & research*, 42 (3): 294-320.
- Carmeli, A. and Weisberg, J. 2006. Exploring turnover intentions among three professional groups of employees. *Human Resource Development International*, 9 (2): 191-206.
- Carnall, C. A. 2007. *Managing change in organizations*. 5th ed. London: Financial Times Prentice Hall.
- Cascio, W. F. and Aguinis, H. 2005. Test development and use: New twists on old questions. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 44 (3): 219-235.

- Cascio, W. F. and Montealegre, R. 2016. How technology is changing work and organizations. *Annual review of organizational psychology and organizational behavior*, 3 (1): 349-375.
- Casula, M., Rangarajan, N. and Shields, P. 2021. The potential of working hypotheses for deductive exploratory research. *Quality & Quantity*, 55 (5): 1703-1725.
- Cavaness, K., Picchioni, A., Mahajan, A., Islam, S., Schwartz, M., Cannesson, M., Eby, L., Adams, D., Russell, J. and Grandey, A. 2020. Linking emotional intelligence to successful health care leadership: the big five model of personality. *Clinics in colon and rectal surgery*, 33 (4): 195-203.
- Chareanporn, T., Mingmalairaks, P. and Jongsureyaphas, C. 2020. Strategy implementation to organizational competency development in tourist accommodation in Thailand: An exploratory research with the mckinsey seven s's (7s's) approach. *Journal of Management Science Chiangrai Rajabhat University*, 15 (1): 154-175.
- Chebbi, H., Yahiaoui, D., Sellami, M., Papasolomou, I. and Melanthiou, Y. 2020. Focusing on internal stakeholders to enable the implementation of organizational change towards corporate entrepreneurship: A case study from France. *Journal of Business Research*, 119: 1-9. Available: <https://doi.org/10.1016/j.jbusres.2019.06.003> (Accessed 24 July 2024).
- Chinniah, N., Taylor, S. and Proches, C. G. 2023. Developing Capabilities for the Workforce to Embrace Technological Change at a Logistics Company in Durban, South Africa. *Current Topics on Business, Economics and Finance* 3(1): 99-111.
- Choi, M. and Ruona, W. E. 2011. Individual readiness for organizational change and its implications for human resource and organization development. *Human resource development review*, 10 (1): 46-73.
- Choi, T. and Chandler, S. M. 2020. Knowledge vacuum: An organizational learning dynamic of how e-government innovations fail. *Government Information Quarterly*, 37 (1): 1-11.
- Choliq, I., Nasrullah, D., Hasanah, U., Fitriyani, V. R., Syarifurrahman, I. and Purnamasari, I. 2023. Lived Experience of Survivors during Semeru's Mount Eruption in East Java, Indonesia. *Journal of Nursing and Midwifery Sciences*, 2 (2): 40-49.
- Chukwuba, K. U. 2020. Management in human and societal development: "Images of organization analysis". *International Journal of Applied Research*, 6 (1): 14-18.
- Cimini, C., Boffelli, A., Lagorio, A., Kalchschmidt, M. and Pinto, R. 2020. How do industry 4.0 technologies influence organisational change? An empirical analysis of Italian SMEs. *Journal of Manufacturing Technology Management*, 32 (3): 1-27.
- Clow, K. E. and James, K. E. 2014. *Essentials of marketing research*. CA: Sage.
- Coghlan, D. 2021. Edgar Schein on change: Insights into the creation of a model. *The Journal of Applied Behavioral Science*, 57 (1): 11-19.

- Coombs, W. T. and Holladay, S. J. 2014. How publics react to crisis communication efforts: Comparing crisis response reactions across sub-arenas. *Journal of Communication Management*, 18 (1): 40-57.
- Corr, C. A. 2020. Elisabeth Kübler-Ross and the “five stages” model in a sampling of recent American textbooks. *OMEGA-Journal of Death and Dying*, 82 (2): 294-322.
- Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, M. L. and Jennings, K. R. 1988. Employee participation: Diverse forms and different outcomes. *Academy of Management review*, 13 (1): 8-22.
- Cox, T. H. and Blake, S. 1991. Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management perspectives*, 5 (3): 45-56.
- Credle Jr, W. E. 2022. Organizationally Mute: A Metaphorical Descriptor of Silence in Organizational Life. *5th International Conference on Research in Business, Management and Economics*, Article ID: 94-102. Available: <https://www.dpublication.com/wp-content/uploads/2022/04/25-9642.pdf> (Accessed 10 June 2023).
- Cresswell, K., Williams, R. and Sheikh, A. 2020. Developing and applying a formative evaluation framework for health information technology implementations: qualitative investigation. *Journal of medical Internet research*, 22 (6): 1-10.
- Cresswell, K. M., Lee, L., Slee, A., Coleman, J., Bates, D. W. and Sheikh, A. 2015. Qualitative analysis of vendor discussions on the procurement of Computerised Physician Order Entry and Clinical Decision Support systems in hospitals. *BMJ open*, 5 (10): 17-49.
- Croxatto, L. S., Hogendoorn, D. and Petersen, A. C. 2020. How networked organisations build capacity for anticipatory governance in South East Asian deltas. *Futures*, 116 (2020): 1-13. Available: <https://doi.org/10.1016/j.futures.2020.102512> (Accessed 22 January 2024).
- Cummings, T. and Worley, C. 2014. Organization development and change. Cengage learning. AL, & Alcadipani, R.(2016). The politics of access in fieldwork: Immersion, backstage dramas, and deception. *Organizational Research Methods*, 19 (4): 535-561.
- Cummings, T. G. and Worley, C. G. 2023. Applying management and organization theory to organization change: more than meets the eye. In: *Research in Organizational Change and Development*. Emerald Publishing Limited, 129-154.
- Dadfar, M. and Lester, D. 2020. The effectiveness of 8A model death education on the reduction of death depression: A preliminary study. *Nursing open*, 7 (1): 294-298.
- Darmawansyah, M. A. and Yunizar, Y. 2024. Implementation of Change Management Through the Adkar Method in the Development of Export Marketing at PT Agritek Desa Indonesia. *Jurnal Multidisiplin Indonesia*, 3 (2): 3819-3838.
- Dasgupta, M. and Dey, A. K. 2021. Mediating role of job crafting in the relationship between organisational culture and employee engagement. *International Journal of Indian Culture and Business Management*, 22 (1): 89-109.

- Dastane, D. O. 2020. Impact of leadership styles on employee performance: A moderating role of gender. *Australian Journal of Business and Management Research*, 5 (12): 27-52.
- Dawson, P. 2014. Reflections: On time, temporality and change in organizations. *Journal of Change Management*, 14 (3): 285-308.
- De Villiers, C., Farooq, M. B. and Molinari, M. 2022. Qualitative research interviews using online video technology—challenges and opportunities. *Meditari Accountancy Research*, 30 (6): 1764-1782.
- Deka, S. 2007. Synthesis and magnetic properties of Mn doped ZnO nanowires. *Solid State Communications*, 142 (4): 190-194.
- Den Hartog, D. N., House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., Dorfman, P. W., Abdalla, I. A., Adetoun, B. S., Aditya, R. N., Agourram, H. and Akande, A. 1999. Culture specific and cross-culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed? *The leadership quarterly*, 10 (2): 219-256.
- Denison, D., Hooijberg, R., Lane, N. and Lief, C. 2012. *Leading culture change in global organizations: Aligning culture and strategy*. 1st ed. San Francisco: John Wiley & Sons.
- Denison, J. 1990. The efficacy and constitutionality of criminal punishment for maternal substance abuse. *S. Cal. L. Rev.*, 64 (2): 1103-1122.
- Dent, E. B. and Goldberg, S. G. 1999. Challenging “resistance to change”. *The Journal of applied behavioral science*, 35 (1): 25-41.
- Dessler, G. 2011. Human resource management twelfth edition. *Upper Saddle River, New*, 1 (1): 1-17.
- Diis, D. M., Butali, P. and Kagumu, J. G. 2023. Influence of Organizational Leadership Changes on Service Delivery at the National Police Service: A Case of Garissa County Headquarters. *Journal of International Business, Innovation and Strategic Management*, 7 (2): 1-12.
- Dirks, K. T. and Ferrin, D. L. 2002. Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87 (4): 611-628.
- The easy guide to Kotter’s 8 step change model* (online). 2023. Available: <https://creately.com/blog/strategy-and-planning/kotters-8-step-change-model/> (Accessed 9 August 2024).
- Eboh, E. A. 2022. Employee Involvement in Decision Making and Organisational Performance in Imo State Ministry of Agriculture, Owerri, Imo State NIGERIA. *Socialscientia: Journal of Social Sciences and Humanities*, 7 (3): 63-84.
- Eby, J., Moraes, A. L., Nagda, D., Davis, L., Cronin, M., Westbrook, B. and Turner, A. 2000. Fine arts scavenger hunt. *Prospectus Parkland College Student Newspaper*, 32 (69): 1-8.

- Edmondson, A. 1999. Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44 (2): 350-383.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D. and Rhoades, L. 2001. Reciprocation of perceived organizational support. *Journal of applied psychology*, 86 (1): 42.
- Elliott, I. C. 2020. Organisational learning and change in a public sector context. *Teaching Public Administration*, 38 (3): 270-283.
- Ellis, V., Steadman, S. and Mao, Q. 2020. 'Come to a screeching halt': Can change in teacher education during the COVID-19 pandemic be seen as innovation? *European Journal of Teacher Education*, 43 (4): 559-572.
- Elms, J. 2018. Exploring the adoption of self-service checkouts and the associated social obligations of shopping practices. *Journal of Retailing and Consumer Services*, 42 (2018): 107-116. Available: <https://doi.org/10.1016/j.jretconser.2018.01.016> (Accessed 11 December 2024).
- Elving, W. J. 2005. The role of communication in organisational change. *Corporate communications: an international journal*, 10 (2): 129-138.
- Endrejat, P. C. and Burnes, B. 2024. Draw it, check it, change it: reviving Lewin's Topology to facilitate organizational change theory and practice. *The Journal of Applied Behavioral Science*, 60 (1): 87-112.
- Erdogan, B., Kraimer, M. L. and Liden, R. C. 2004. Work value congruence and intrinsic career success: The compensatory roles of leader-member exchange and perceived organizational support. *Personnel psychology*, 57 (2): 305-332.
- Errida, A. and Lotfi, B. 2021. The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management*, 13: 1-15. Available: DOI: 10.1177/18479790211016273 (Accessed 23 March 2024).
- Erwin, D. G. and Garman, A. N. 2010. Resistance to organizational change: linking research and practice. *Leadership & Organization Development Journal*, 31 (1): 39-56.
- Etikan, I., Musa, S. A. and Alkassim, R. S. 2016. Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5 (1): 1-4.
- Fakhri, M., Syarifuddin, S., Winarno, A., Nurnida, I. and Hanum, S. 2021. Democratic leadership practice to construct clan organizational culture in family companies. *The Journal of Asian Finance, Economics and Business*, 8 (1): 803-811.
- Flood, M., Dragiewicz, M. and Pease, B. 2021. Resistance and backlash to gender equality. *Australian Journal of Social Issues*, 56 (3): 393-408.
- Flynn, A. 2020. Grieving the loss of a public contract: De La Rue and the Brexit passport. *Journal of Public Procurement*, 20 (1): 1-22.

- Fombrun, C. and Shanley, M. 1990. What's in a name? Reputation building and corporate strategy. *Academy of management Journal*, 33 (2): 233-258.
- Fombrun, C. J. and Van Riel, C. B. 2004. Fame & fortune: How successful companies build winning reputations. 14 (1): 1-2.
- Ford, A. C., Van Zanten, S. V., Rodgers, C. C., Talley, N. J., Vakil, N. and Moayyedi, P. 2008. Diagnostic utility of alarm features for colorectal cancer: systematic review and meta-analysis. *Gut*, 57 (11): 1545-1553.
- Ford, J. D. and Ford, L. W. 2009. Decoding resistance to change. *Harvard business review*, 87 (4): 99-103.
- Ford, J. D., Ford, L. W. and D'amelio, A. 2008. Resistance to change: The rest of the story. *Academy of management Review*, 33 (2): 362-377.
- Frémeaux, S., Grevin, A. and Sferrazzo, R. 2023. Developing a culture of solidarity through a three-step virtuous process: Lessons from common good-oriented organizations. *Journal of Business Ethics*, 188 (1): 89-105.
- Friedman, N. and Ormiston, J. 2022. Blockchain as a sustainability-oriented innovation?: Opportunities for and resistance to Blockchain technology as a driver of sustainability in global food supply chains. *Technological Forecasting and Social Change*, 175: 1-17. Available: <https://doi.org/10.1016/j.techfore.2021.121403> (Accessed 14 November 2023).
- Galbraith, J. R. 2014. Organizational design challenges resulting from big data. *Journal of Organization Design*, 3 (1): 2-13.
- Gardenswartz, L. and Rowe, A. 2009. The effective management of cultural diversity. *Contemporary leadership and intercultural competence: Exploring the cross-cultural dynamics within organizations*, 1 (1): 35-43.
- Gastil, J. 1994. A definition and illustration of democratic leadership. *Human relations*, 47 (8): 953-975.
- Gerald, G. I. 2024. Organizational Development Implementation in the Education and Training Agency of South Sumatra Province: Challenges, Strategies, and Implications. *Inspirasi & Strategi (INSPIRAT): Jurnal Kebijakan Publik & Bisnis*, 14 (2): 92-101.
- Gerpott, F. H., Lehmann-Willenbrock, N., Voelpel, S. C. and Van Vugt, M. 2019. It's not just what is said, but when it's said: A temporal account of verbal behaviors and emergent leadership in self-managed teams. *Academy of Management Journal*, 62 (3): 1-23.
- Gibson, C. and Birkinshaw, J. 2004. Contextual determinants of organizational ambidexterity. *Academy of Management Journal*, 47 (2): 209-226.
- Gilbert, D. and Heydon, G. 2021. Translated transcripts from covert recordings used for evidence in court: Issues of reliability. *Frontiers in Communication*, 6: 1-13. Available: DOI: 10.3389/fcomm.2021.779227 (Accessed 31 August 2024).

- Gilli, K., Lettner, N. and Guettel, W. 2024. The future of leadership: new digital skills or old analog virtues? *Journal of Business Strategy*, 45 (1): 10-16.
- Gilman, M., Raby, S. and Pyman, A. 2015. The contours of employee voice in SMEs: The importance of context. *Human Resource Management Journal*, 25 (4): 563-579.
- Godskesen, T., Björk, J. and Juth, N. 2023. Challenges regarding informed consent in recruitment to clinical research: a qualitative study of clinical research nurses' experiences. *Trials*, 24 (801): 1-12. Available: <https://doi.org/10.1186/s13063-023-07844-6> (Accessed 7 August 2024).
- Goel, A. 2019. Images of the organisation systematic review. *Ph.D. Scholar, Department of Commerce, Delhi School of Economics*, 6 (1): 172-175.
- Goertz, G. and Mahoney, J. 2012. Concepts and measurement: Ontology and epistemology. *Social Science Information*, 51 (2): 205-216.
- Gomes, D. and Tzortzopoulos, P. 2020. Metaphors of collaboration in construction. *Canadian Journal of Civil Engineering*, 47 (2): 118-131.
- Graf, A. C., Jacob, E., Twigg, D. and Nattabi, B. 2020. Contemporary nursing graduates' transition to practice: A critical review of transition models. *Journal of Clinical Nursing*, 29 (15-16): 1-27.
- Graves, L., Dalgarno, N., Van Hoorn, R., Hastings-Truelove, A., Mulder, J., Kolomitro, K., Kirby, F. and van Wylick, R. 2023. Creating change: Kotter's Change Management Model in action. *Canadian Medical Education Journal*, 14 (2): 136-139.
- Grenway, B. 2021. A Review and Application of John Kotter's "Leading Change". *Journal of Sociology and Christianity*, 11 (1): 91-95.
- Grewatsch, S., Kennedy, S. and Bansal, P. 2023. Tackling wicked problems in strategic management with systems thinking. *Strategic Organization*, 21 (3): 721-732.
- Griffin, R. W. and Moorhead, G. 2014. *Organizational Behavior: Managing People and Organizations*. 10th ed. Ohio: South-Western Cengage Learning.
- Griffiths, R. R., Johnson, M. W., Richards, W. A., Richards, B. D., Jesse, R., MacLean, K. A., Barrett, F. S., Cosimano, M. P. and Klinedinst, M. A. 2018. Psilocybin-occasioned mystical-type experience in combination with meditation and other spiritual practices produces enduring positive changes in psychological functioning and in trait measures of prosocial attitudes and behaviors. *Journal of psychopharmacology*, 32 (1): 49-69.
- Grillitsch, M. and Sotarauta, M. 2020. Trinity of change agency, regional development paths and opportunity spaces. *Progress in human geography*, 44 (4): 704-723.
- Groves, K. S. 2020. Testing a moderated mediation model of transformational leadership, values, and organization change. *Journal of Leadership & Organizational Studies*, 27 (1): 35-48.

Gudykunst, W. B. and Kim, Y. Y. 1992. *Communicating with strangers: An approach to intercultural communication*. 2nd ed. New York: McGraw-Hill New York.

Gupta, R., Beg, Q., Khan, S. and Chauhan, B. 2002. An overview on fermentation, downstream processing and properties of microbial alkaline proteases. *Applied microbiology and biotechnology*, 60: 381-395. Available: DOI 10.1007/s00253-002-1142-1 (Accessed 20 December 2024).

Haas, M. R., Munzer, B. W., Santen, S. A., Hopson, L. R., Haas, N. L., Overbeek, D., Peterson, W. J., Cranford, J. A. and Huang, R. D. 2020. #DidacticsRevolution: Applying Kotter's 8-Step change management model to residency didactics. *Western Journal of Emergency Medicine*, 21 (1): 65-70.

Hair, J. F., Celsi, M. W., Ortinau, D. J. and Bush, R. P. 2013. *Essentials of marketing research*. 3rd ed. New York: McGraw-Hill.

Hammersley, M. 2013. *What is qualitative research and what should it be?* London and New York: Bloomsbury.

Han, K. S. and Garg, P. 2018. Workplace democracy and psychological capital: a paradigm shift in workplace. *Management Research Review*, Article ID: 1-31.

Hanelt, A., Bohnsack, R., Marz, D. and Antunes Marante, C. 2021. A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change. *Journal of Management Studies*, 58 (5): 1159-1197.

Hanif, S. 2023. Developing organizational change capabilities using ADKAR model of change: The efficacy of context sensitive training: organizational change using ADKAR model. *Journal of Workplace Behavior*, 4 (1): 81-93.

Harrison, J. S., Freeman, R. E. and Editors, S. T. G. 2004. Special topic: democracy in and around organizations: is organizational democracy worth the effort? *Academy of Management Perspectives*, 18 (3): 49-53.

Harrison, R., Fischer, S., Walpola, R. L., Chauhan, A., Babalola, T., Mears, S. and Le-Dao, H. 2021a. Where do models for change management, improvement and implementation meet? A systematic review of the applications of change management models in healthcare. *Journal of healthcare leadership*, 2021 (13): 85-108. Available: DOI: 10.2147/JHL.S289176 (Accessed 22 May 2023).

Harrison, R., Fischer, S., Walpola, R. L., Chauhan, A., Babalola, T., Mears, S. and Le-Dao, H. 2021b. Where do models for change management, improvement and implementation meet? A systematic review of the applications of change management models in healthcare. *Journal of healthcare leadership*, Article ID(2021): 85-108. Available: DOI: 10.2147/JHL.S289176 (Accessed 15 December 2023).

Haslam, C., Cruwys, T., Haslam, S. A., Dingle, G. and Chang, M. X.-L. 2016. Groups 4 Health: Evidence that a social-identity intervention that builds and strengthens social group membership

improves mental health. *Journal of affective disorders*, 194: 188-195. Available: <http://dx.doi.org/10.1016/j.jad.2016.01.010> (Accessed 4 November 2024).

Hay, G. J., Parker, S. K. and Luksyte, A. 2021. Making sense of organisational change failure: An identity lens. *Human relations*, 74 (2): 180-207.

Hayajneh, N., Suifan, T., Obeidat, B., Abuhashesh, M., Alshurideh, M. and Masa'deh, R. e. 2021. The relationship between organizational changes and job satisfaction through the mediating role of job stress in the Jordanian telecommunication sector. *Management Science Letters*, 11 (1): 315-326.

Hayes, A. F. 2018. Partial, conditional, and moderated moderated mediation: Quantification, inference, and interpretation. *Communication monographs*, 85 (1): 4-40.

Heino, M. T., Knittle, K., Noone, C., Hasselman, F. and Hankonen, N. 2021. Studying behaviour change mechanisms under complexity. *Behavioral Sciences*, 11 (5): 1-22.

Herscovitch, L. and Meyer, J. P. 2002. Commitment to organizational change: extension of a three-component model. *Journal of applied psychology*, 87 (3): 474-496.

Hiatt, J. M. and Creasey, T. J. 2003. *Change management: The people side of change*. 1st ed. Loveland, Colorado: Prosci Research.

Hilal, A. H. and Alabri, S. S. 2013. Using NVivo for data analysis in qualitative research. *International interdisciplinary journal of education*, 3 (2): 181-186.

Hillmann, J. and Guenther, E. 2021. Organizational resilience: a valuable construct for management research? *International Journal of Management Reviews*, 23 (1): 7-44.

Hitt, M. A., Carnes, C. M. and Xu, K. 2016. A current view of resource based theory in operations management: A response to Bromiley and Rau. *Journal of Operations Management*, 41 (10): 107-109.

Hogan, M. J. 2020. Collaborative positive psychology: Solidarity, meaning, resilience, wellbeing, and virtue in a time of crisis. *International Review of Psychiatry*, 32 (7-8): 1-15.

Holt, D. T., Armenakis, A. A., Feild, H. S. and Harris, S. G. 2007. Readiness for organizational change: The systematic development of a scale. *The Journal of applied behavioral science*, 43 (2): 232-255.

Holten, A.-L., Hancock, G. R. and Bøllingtoft, A. 2019. Studying the importance of change leadership and change management in layoffs, mergers, and closures. *Management Decision*, 58 (3): 393-409.

Houben, M., Caekebeke, N., Van Den Hoogen, A., Ringenier, M., Tobias, T., Jonquiere, F., Sleenckx, N., Velkers, F., Stegeman, J. and Dewulf, J. 2020. The ADKAR® change management model for farmer profiling with regard to antimicrobial stewardship in livestock production. *Vlaams Diergeneeskundig Tijdschrift*, 89 (6): 309-304.

- Hourani, H., Abdallah, M. and Tamimi, A. 2019. 7E: A proposed change management model intergarated with software development lifecycle. *Icis Express Letters*, 13 (10): 941-947.
- Hox, J. J. and Boeije, H. R. 2005. Data collection, primary vs. secondary. *Encyclopedia of social measurement*, 1 (1): 593-599.
- Hrebiniak, L. G. and Joyce, W. F. 1985. Organizational adaptation: Strategic choice and environmental determinism. *Administrative science quarterly*, 30 (3): 336-349.
- Hubbart, J. A. 2024. Organizational change: Implications of directive change management. *Human Resources Management and Services*, 6 (2): 1-9.
- Hughes, P., Souchon, A. L., Nemkova, E., Hodgkinson, I. R., Oliveira, J. S., Boso, N., Hultman, M., Yeboah-Banin, A. A. and Sy-Changco, J. 2019. Quadratic effects of dynamic decision-making capability on innovation orientation and performance: Evidence from Chinese exporters. *Industrial Marketing Management*, 83: 1-40. Available: <https://doi.org/10.1016/j.indmarman.2018.11.005> (Accessed 7 October 2022).
- Hussain, S. 2022. Locating Five Stages of Grief of Dr. Kalanithi: A Textual Analysis of When Air Becomes Breath. *IARS'International Research Journal*, 12 (2): 1-10.
- Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H. and Ali, M. 2018. Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of innovation & knowledge*, 3 (3): 123-127.
- Ik, M. and Azeez, A. A. 2020. Organisational green behavioural change: The role of Change Management. *International Journal of Entrepreneurial Knowledge*, 8 (1): 34-48.
- Iliyasu, R. and Etikan, I. 2021. Comparison of quota sampling and stratified random sampling. *Biom. Biostat. Int. J. Rev*, 10 (1): 24-27.
- Imene, F. and Imhanzenobe, J. 2020. Information technology and the accountant today: What has really changed? *Journal of Accounting and Taxation*, 12 (1): 48-60.
- Islam, M. A. and Aldaihani, F. M. F. 2022. Justification for adopting qualitative research method, research approaches, sampling strategy, sample size, interview method, saturation, and data analysis. *Journal of International Business and Management*, 5 (1): 1-11.
- Jaaron, A. A., Hijazi, I. H. and Musleh, K. I. Y. 2022. A conceptual model for adoption of BIM in construction projects: ADKAR as an integrative model of change management. *Technology Analysis & Strategic Management*, 34 (6): 1-17.
- James, S., Ashley, C., Williams, A., Desborough, J., Mcinnes, S., Calma, K., Mursa, R., Stephen, C. and Halcomb, E. J. 2021. Experiences of Australian primary healthcare nurses in using telehealth during COVID-19: a qualitative study. *BMJ open*, 11 (8): 1-7.
- Janis, C. 1982. Evolution of horns in ungulates: ecology and paleoecology. *Biological Reviews*, 57 (2): 261-318.

- Jannah, S. R. 2023. Assessment of Adkar-based Character Development Management on Social Competence and Teacher Productivity. *Asian Journal of Education and Social Studies*, 48 (2): 139-147.
- Jaskara, D. and Permana, I. 2022. Employing Kübler-Ross' model of change management to explore and interpret Habibie & Ainun' film and beyond and its implication on leading and managing organizational change. *Proceeding of the International Conference on Family Business and Entrepreneurship*, 3 (1): 1-19.
- Johannes, K., Voordijk, H., Wakkee, I. and Aranda-Mena, G. 2024. Implementing organisational change in a digitalising facilities management organisation through stewardship interventions. *Journal of Facilities Management*, 22 (1): 1-18.
- Jones, M. L. 2004. Application of systematic review methods to qualitative research: practical issues. *Journal of advanced nursing*, 48 (3): 271-278.
- Joseph, M. K. 2023. Academic leaders' self-efficacy perceptions and management of organizational change. Doctor of Education, St. Thomas University.
- Joseph, O. O. and Kibera, F. 2019. Organizational culture and performance: Evidence from microfinance institutions in Kenya. *SAGE open*, 9 (1): 1-11.
- Judge, T. A. and Piccolo, R. F. 2004. Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of applied psychology*, 89 (5): 755-768.
- Jung, K. B., Kang, S.-W. and Choi, S. B. 2020. Empowering leadership, risk-taking behavior, and employees' commitment to organizational change: The mediated moderating role of task complexity. *Sustainability*, 12 (6): 1-23.
- Junjie, M. and Yingxin, M. 2022. The discussions of positivism and interpretivism. *Online Submission*, 4 (1): 10-14.
- Junnaid, M. H., Miralam, M. S. and Jeet, V. 2020. Leadership and Organizational Change Management in Unpredictable Situations in Responding to Covid-19 Pandemic. *Leadership*, 11 (16): 1-12.
- Kamal, T., Zhang, Q. and Akbar, M. A. 2020. Toward successful agile requirements change management process in global software development: a client–vendor analysis. *IET Software*, 14 (3): 265-274.
- Kathomi, K., Murage, J. K. and Thuku, P. 2022. Coping with Bereavement: Strategies of addressing Spiritual, Emotional and Material Challenges among Widows in ACK Embu Diocese, Kenya. *Journal of Arts and Humanities*, 11 (5): 33-40.
- Kenny, C. T., Kuriwaki, S., McCartan, C., Rosenman, E. T., Simko, T. and Imai, K. 2021. The use of differential privacy for census data and its impact on redistricting: The case of the 2020 US Census. *Science Advances*, 7 (41): 1-17.

- Khalil, S. and Belitski, M. 2020. Dynamic capabilities for firm performance under the information technology governance framework. *European Business Review*, 32 (2): 1-41.
- Khan, M. S., Khan, I., Qureshi, Q. A., Ismail, H. M., Rauf, H., Latif, A. and Tahir, M. 2015. The styles of leadership: A critical review. *Public Policy and Administration Research*, 5 (3): 87-92.
- Khan, W., Hassan, R., Arshad, M., Arshad, M., Kashif, U., Aslam, F. and Wafa, S. 2020. The effect of entrepreneurial orientation and organisational culture on firm performance: The mediating role of innovation. *International Journal of Innovation, Creativity and Change*, 13 (3): 652-677.
- Khaw, K. W., Alnoor, A., Al-Abrow, H., Tiberius, V., Ganesan, Y. and Atshan, N. A. 2023. Reactions towards organizational change: a systematic literature review. *Current Psychology*, 42 (22): 19137-19160.
- Kilag, O. K., Miñoza, J., Comighud, E., Amontos, C., Damos, M. and Abendan, C. F. 2023. Empowering Teachers: Integrating Technology into Livelihood Education for a Digital Future. *Excellencia: International Multi-disciplinary Journal of Education (2994-9521)*, 1 (1): 30-41.
- Knott, E., Rao, A. H., Summers, K. and Teeger, C. 2022. Interviews in the social sciences. *Nature Reviews Methods Primers*, 2 (1): 1-15.
- Kolbergytė, A. and Dromantaitė, A. 2022. A theoretical analysis of managerial growth in the context of organizational change. *Sustainability*, 14 (8): 1-17.
- Kotter, J. P. 1995. Why transformation efforts fail. *Harvard business review*, 73 (2): 59-67.
- Kotter, J. P. 1996. Why transformation efforts fail. *Harvard business review*, 1 (1): 59-68.
- Kotter, J. P. 2012. Accelerate. *Harvard business review*, 90 (11): 43-58.
- Kotter, J. P. and Schlesinger, L. A. 2008. *Choosing strategies for change*. United Kingdom: Macmillan Education.
- Kroshus, E., Wagner, J., Wyrick, D., Athey, A., Bell, L., Benjamin, H. J., Grandner, M. A., Kline, C. E., Mohler, J. M. and Prichard, J. R. 2019. Wake up call for collegiate athlete sleep: narrative review and consensus recommendations from the NCAA Interassociation Task Force on Sleep and Wellness. *British journal of sports medicine*, 53 (12): 731-736.
- Kujala, J., Lehtimäki, H. and Pučėtaitė, R. 2016. Trust and distrust constructing unity and fragmentation of organisational culture. *Journal of Business Ethics*, 139: 701-716. Available: DOI 10.1007/s10551-015-2915-7 (Accessed 15 July 2024).
- Kukartsev, V., Shutkina, E., Moiseeva, K., Korpacheva, L. and Kireev, T. 2022. Methods and tools for developing an organization development strategy. In: *Proceedings of 2022 IEEE International IOT, Electronics and Mechatronics Conference (IEMTRONICS)*. Toronto, ON, Canada, IEEE, 1-8. Available: DOI: 10.1109/IEMTRONICS55184.2022.9795707 (Accessed 21 July 2024).

- Kump, B. 2023. Lewin's field theory as a lens for understanding incumbent actors' agency in sustainability transitions. *Environmental innovation and societal transitions*, 46: 1-11. Available: <https://doi.org/10.1016/j.eist.2022.11.008> (Accessed 6 May 2024).
- Kuye, L. O. and Sulaimon, A. A.-H. 2011. Employee involvement in decision making and firms performance in the manufacturing sector in Nigeria. *Serbian journal of management*, 6 (1): 1-15.
- Laig, R. B. D. and Abocejo, F. T. 2021. Change management process in a mining company: Kotter's 8-Step change model. *Journal of Management, Economics, and Industrial Organization*, 5 (3): 31-50.
- Larsson, J. and Vinberg, S. 2010. Leadership behaviour in successful organisations: Universal or situation-dependent? *Total quality management*, 21 (3): 317-334.
- Lee, K., Sharif, M., Scandura, T. and Kim, J. 2017. Procedural justice as a moderator of the relationship between organizational change intensity and commitment to organizational change. *Journal of Organizational Change Management*, 30 (4): 501-524.
- Leksono, A. and Yulianti, P. 2022. Analysis of Effectiveness of Change of Training Program with Adkar Approach (Awareness, Desire, Knowledge, Ability and Reinforcement). *Jurnal Multidisiplin Madani*, 2 (10): 3807-3812.
- Lewin, J. L. 2007. Theoretical characterization of carbon-hydrogen bond activation in organometallic and biomimetic systems. PhD, University of Minnesota.
- Lewin, K. 1947. Group decision and social change. *Readings in social psychology*, 3 (1): 197-211.
- Lewin, K. 1951. Intention, will and need. *Organization and pathology of thought*, 1 (1): 95-153.
- Li, J.-Y., Sun, R., Tao, W. and Lee, Y. 2021. Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public Relations Review*, 47 (1): 1-11.
- Lim, W. M. 2013. Revisiting Kubler-Ross's five stages of grief: Some comments on the iPhone 5. *Journal of Social Sciences*, 9 (1): 11-23.
- Lin, W., Shao, Y., Li, G., Guo, Y. and Zhan, X. 2021. The psychological implications of COVID-19 on employee job insecurity and its consequences: The mitigating role of organization adaptive practices. *Journal of Applied Psychology*, 106 (3): 317-333.
- Lindsay, M. 2023. A shared governance approach to nursing documentation redesign using Kotter's change management model. *Nursing Management*, 54 (3): 14-20.
- Lines, R. 2005. The structure and function of attitudes toward organizational change. *Human resource development review*, 4 (1): 8-32.
- Litvinenko, V. 2020. Digital economy as a factor in the technological development of the mineral sector. *Natural Resources Research*, 29 (3): 1521-1541.

Lucidchart. 2024. Using the ADKAR change management model. *Lucid Software Inc (Blog)*. Available: <https://www.lucidchart.com/blog/using-the-adkar-model-for-change-management> (Accessed 17 June 2024).

Lukianov, D., Kolesnikova, K., Mezentseva, O. and Rudenko, V. 2020. The kübler-ross factor in managing the performance of technical and socio-economic systems. *Scientific Journal of Astana IT University*, 2 (2020): 32-43. Available: DOI: 10.37943/AITU.2020.94.59.003 (Accessed 15 June 2023).

Lunenburg, F. C. 2010. Forces for and resistance to organizational change. *National Forum of Educational Administration and Supervision Journal*, 27 (4): 1-10.

Lutabingwa, J. and Auriacombe, C. 2007. Data analysis in quantitative research. *Journal of Public administration*, 42 (6): 528-548.

Lyman, T. W. and Scott, R. N. 1967. Notes on the Porte Miègeville Capitals and the Construction of Saint-Sernin in Toulouse. *The Art Bulletin*, 49 (1): 25-36.

Lyon, D. 2007. Surveillance, security and social sorting: emerging research priorities. *International criminal justice review*, 17 (3): 161-170.

Machado, C. G., Winroth, M., Almström, P., Ericson Öberg, A., Kurdve, M. and AlMashalah, S. 2021. Digital organisational readiness: experiences from manufacturing companies. *Journal of Manufacturing Technology Management*, 32 (9): 167-182.

Maharaj, S. and Pooe, R. 2021. Overcoming challenges associated with managing change towards Digital Banking-a case of a South African bank. *Journal of Contemporary Management*, 18 (1): 1-23.

Mahmud, M. E., Baharun, H., Asykur, M. and Rochmatin, Z. 2022. Increasing Teacher Professionalism Through Change Management in Madrasah: Kurt Lewin's Perspective. *Southeast Asian Journal of Islamic Education*, 5 (1): 47-63.

Mangaliso, M. P., Mangaliso, N. A., Ndanga, L. Z. and Jean-Denis, H. 2021. Contextualizing organizational change management in Africa: Incorporating the core values of Ubuntu. *Journal of African Business*, 23 (4): 1-20.

Mansaray, H. E. 2019. The role of leadership style in organisational change management: a literature review. *Journal of Human Resource Management*, 7 (1): 18-31.

Markopoulos, E., Jordanou, A., Vanharanta, H. and Kantola, J. 2023. Co-opetitive Management and Leadership Methodology for Democratic Organizational Change. In: Nazir, S. ed. *Proceedings of AHFE International*. AHFE International, 29-38. Available: <https://doi.org/10.54941/ahfe1003731> (Accessed 9 May 2024).

Mascareño, J., Rietzschel, E. and Wisse, B. 2020. Envisioning innovation: Does visionary leadership engender team innovative performance through goal alignment? *Creativity and Innovation Management*, 29 (1): 33-48.

- Mathews, B. and Linski, C. M. 2016. Shifting the paradigm: reevaluating resistance to organizational change. *Journal of Organizational Change Management*, 29 (6): 963-972.
- Mayer, R. C., Davis, J. H. and Schoorman, F. D. 1995. An integrative model of organizational trust. *Academy of management review*, 20 (3): 709-734.
- McAleavy, T. and Rhisiart, M. 2019. Harnessing the power of metaphor: Uncovering a hidden language of interoperability within the natural speech of emergency managers. *International Journal of Emergency Management*, 15 (1): 1-25.
- McLaren, T. A., van der Hoorn, B. and Fein, E. C. 2023. Why vilifying the status quo can derail a change effort: Kotter's contradiction, and theory adaptation. *Journal of Change Management*, 23 (1): 93-111.
- Memon, F. A. 2021. Improving employee's engagement in change: Reassessing Kurt Lewin's model. *City University Research Journal*, 11 (1): 1-13.
- Memona, F. A., Shahb, S. and Khosoc, I. U. 2020. Impact of corporate communication on employee engagement with change: Insights from the telecommunication sector of Pakistan. *International Journal of Innovation, Creativity and Change*, 14 (3): 1537-1558.
- Men, L. R., Yue, C. A. and Liu, Y. 2020. "Vision, passion, and care:" The impact of charismatic executive leadership communication on employee trust and support for organizational change. *Public Relations Review*, 46 (3): 1-28.
- Metz, M. 2021. Overview of change in organizations. Resistance to change. a literature review. *Ovidius University Annals, Series Economic Sciences*, 21 (1): 611-620.
- Meyer, P., Jonas, J. M. and Roth, A. 2020. Frontline employees' acceptance of and resistance to service robots in stationary retail-an exploratory interview study. *SMR-Journal of Service Management Research*, 4 (1): 21-34.
- Miller, K. 2022. *The ultimate guide to Kubler-Ross' change management model*. Available: <https://crowjack.com/blog/strategy/change-management-models/kubler-ross-model> (Accessed 9 August 2024).
- Mishra, S. and Bhatti, M. 2018. Study of heat and mass transfer on MHD Walters B' nanofluid flow induced by a stretching porous surface. *Alexandria engineering journal*, 57 (4): 2435-2443.
- Mittal, V. A. and Dean, D. J. 2015. Spontaneous parkinsonisms and striatal impairment in neuroleptic free youth at ultrahigh risk for psychosis. *NPJ schizophrenia*, 1 (1): 1-6.
- Modise, M. R. 2021. Entrepreneurial leadership in early childhood education for sustainable development in south africa. *Journal for the Education of Gifted Young Scientists*, 9 (5, Special Issue on STEM Studies, Giftedness and Sustainability of Education): 27-37.
- Modliński, A. and Gladden, M. E. 2022. An organizational metaphor for the 4th industrial revolution: the organization as Cyborg. *World Futures*, 78 (6): 372-391.

- Mogotsi, K., Moyo, B. and Urban, A. 2023. Southern Africa Trust: embarking on a sustainability journey. *Emerald Emerging Markets Case Studies*, 13 (1): 1-37.
- Mohajan, H. K. 2020. Quantitative research: A successful investigation in natural and social sciences. *Journal of Economic Development, Environment and People*, 9 (4): 1-42.
- Mohammed, J. and Sulaiman, I. F. 2020. The Role of employee participation in decision-making and its implication on job performance. *E-Proceedings of the International Conference on Aqidah, Religions and Social Sciences*, Article ID: 277-284.
- Moonieya, V. C. 2013. An Evaluation of Resistance to Change of the East London Industrial Development Zone (ELIDZ) Structural Realignment. Masters, Rhodes University.
- Moradi, E., Jafari, S. M., Doorbash, Z. M. and Mirzaei, A. 2021. Impact of organizational inertia on business model innovation, open innovation and corporate performance. *Asia Pacific Management Review*, 26 (4): 171-179.
- Morgan, G. 1980. Paradigms, metaphors, and puzzle solving in organization theory. *Administrative science quarterly*, Article ID: 605-622. Available: https://moodle.ufsc.br/pluginfile.php/4226277/mod_resource/content/2/MORGAN%20Paradigm%20Metaphors%20and%20Puzzle%20Solving.pdf (Accessed 3 June 2023).
- Morgan, G. and Pulignano, V. 2020. Solidarity at work: concepts, levels and challenges. *Work, Employment and Society*, 34 (1): 18-34.
- Morrison-Smith, S. and Ruiz, J. 2020. Challenges and barriers in virtual teams: a literature review. *SN Applied Sciences*, 2 (2020): 1-33. Available: <https://doi.org/10.1007/s42452-020-2801-5> (Accessed 26 February 2023).
- Morse, J. M. and Mitcham, C. 2002. Exploring qualitatively-derived concepts: Inductive—deductive pitfalls. *International journal of qualitative methods*, 1 (4): 28-35.
- Mortazavi, S. S., Assari, S., Alimohamadi, A., Rafiee, M. and Shati, M. 2020. Fear, loss, social isolation, and incomplete grief due to COVID-19: a recipe for a psychiatric pandemic. *Basic and clinical neuroscience*, 11 (2): 225-231.
- Mousa, M., Massoud, H. and Ayoubi, R. M. 2019. Organizational learning, authentic leadership and individual-level resistance to change. *Management Research: Journal of the Iberoamerican Academy of Management*, 18 (1): 5-28.
- Mphahlele, N. S., Kekwaletswe, R. M. and Seaba, T. R. 2024. Developing a change management measurement instrument for effective use of examination administration system. *International Journal of Research in Business and Social Science (2147-4478)*, 13 (2): 458-479.
- Mtongana, B. and Musundire, A. 2020. Exploring the Relationship between Culture Change, Kurt Lewin's Model of Change, Employee Behaviour and Employee Performance in South African State owned Enterprises: The Case of Transnet Property Division. *International Journal of Science and Research*, 9 (7): 1020-1032.

- Mudanya, A. B. and Oloko, M. 2022. Role of Organizational Culture on Performance of Commercial Banks in Malindi Sub County, Kenya. *Journal of International Business, Innovation and Strategic Management*, 6 (2): 1-20.
- Muithya, V. and Muathe, S. 2020. Dynamic capabilities and performance in the context of microfinance institutions in Kenya: An exploratory study. *Journal of Business, Economics and Management Works*, 7 (8): 15-29.
- Munir, M. and Djaelani, M. 2022. Information Technology and Repositioning of Human Resource Management Functions. *Journal of Social Science Studies (JOS3)*, 2 (2): 50-55.
- Myers, D. G. and Lamm, H. 1976. The group polarization phenomenon. *Psychological bulletin*, 83 (4): 602-627.
- Nachrowi, E., Nurhadryani, Y. and Sukoco, H. 2020. Evaluation of governance and management of information technology services using Cobit 2019 and ITIL 4. *Jurnal RESTI (Rekayasa Sistem Dan Teknologi Informasi)*, 4 (4): 764-774.
- Nanjundeswaraswamy, T. and Divakar, S. 2021. Determination of sample size and sampling methods in applied research. *Proceedings on engineering sciences*, 3 (1): 25-32.
- Newington, L. and Metcalfe, A. 2014. Factors influencing recruitment to research: qualitative study of the experiences and perceptions of research teams. *BMC medical research methodology*, 14 (10): 1-11.
- Ng, T. W. and Feldman, D. C. 2009. How broadly does education contribute to job performance? *Personnel psychology*, 62 (1): 89-134.
- Nguyen, H.-H. T. 2023. Managing change to upgrade english teaching in Vietnam. *European Journal of English Language Teaching*, 8 (3): 52-65.
- Niemann, R. and Kotze, T. 2006. The relationship between leadership practices and organisational culture: an education management perspective. *South African Journal of Education*, 26 (4): 609-624.
- Nilsen, P., Seing, I., Ericsson, C., Birken, S. A. and Schildmeijer, K. 2020. Characteristics of successful changes in health care organizations: an interview study with physicians, registered nurses and assistant nurses. *BMC health services research*, 20: 1-8. Available: <https://doi.org/10.1186/s12913-020-4999-8> (Accessed 11 January 2024).
- Noah, Y. 2008. A study of worker participation in management decision making within selected establishments in Lagos, Nigeria. *Journal of social sciences*, 17 (1): 31-39.
- Noe, R. A. and Ellingson, J. E. 2017. Autonomous learning in the workplace: An introduction. *Autonomous learning in the workplace*, 1 (1): 1-11.

- O'Reilly III, C. A., Caldwell, D. F., Chatman, J. A. and Doerr, B. 2014. The promise and problems of organizational culture: CEO personality, culture, and firm performance. *Group & Organization Management*, 39 (6): 595-625.
- Odejide, O. A. and Edunjobi, T. E. 2024. AI in project management: exploring theoretical models for decision-making and risk management. *Engineering Science & Technology Journal*, 5 (3): 1072-1085.
- Odiaga, J., Guglielmo, M. J., Catrambone, C., Gierlowski, T., Bruti, C., Richter, L. and Miller, J. 2021. Kotter's change model in higher education: Transforming siloed education to a culture of interprofessionalism. *Journal of Organizational Culture, Communications and Conflict*, 25 (2): 1-7.
- Ogunode, N. J. 2023. Leadership Styles and School Effectiveness. *Excellencia: International Multi-disciplinary Journal of Education (2994-9521)*, 1 (4): 102-114.
- Okemba, S. 2018. The Impact of change management on organizational success. *International Business*, 4 (1): 1-54.
- Okoli, C. 2023. Inductive, abductive and deductive theorising. *International Journal of Management Concepts and Philosophy*, 16 (3): 302-316.
- Ong, S. Y. and Walker, A. 2022. Using Kotter's 8 steps of change to tackle over-fasting of children attending day surgery. *Pediatric Anesthesia*, 32 (11): 1238-1245.
- Onia, S. I. 2022. Leading Change at The Faculty of Education in Light of Kotter's Change Model. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 6 (4): 1149-1162.
- Onyeneke, G. B. and Abe, T. 2021. The effect of change leadership on employee attitudinal support for planned organizational change. *Journal of Organizational Change Management*, 34 (2): 403-415.
- Oreg, S. 2003. Resistance to change: Developing an individual differences measure. *Journal of applied psychology*, 88 (4): 680-693.
- Oreg, S. 2006. Personality, context, and resistance to organizational change. *European journal of work and organizational psychology*, 15 (1): 73-101.
- Oreg, S. and Berson, Y. 2019. Leaders' impact on organizational change: Bridging theoretical and methodological chasms. *Academy of Management Annals*, 13 (1): 272-307.
- Oreg, Y., Alicea, J., Refael, G., Von Oppen, F. and Fisher, M. P. 2011. Non-Abelian statistics and topological quantum information processing in 1D wire networks. *Nature Physics*, 7 (5): 412-417.
- Osolase, E. H., Rasdi, R. B. M. and Dato, Z. B. 2022. Greening of human resource development subsystems for environmental management and performance: The ADKAR Model Perspective. *International Journal of Academic Research in Business and Social Sciences*, 12 (4): 141-161.

- Ouchi, W. G. and Wilkins, A. L. 1985. Organizational culture. *Annual review of sociology*, 11 (1): 457-483.
- Oussible, N. and Tinaztepe, C. 2022. The Effect of Democratic Leadership Style on Organizational Productivity by the mediating role of Employee performance in Turkey. *International Journal of Recent Research in Commerce Economics and Management*, 9 (1): 6-16.
- Paais, M. and Pattiruhu, J. R. 2020. Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, 7 (8): 577-588.
- Pace, D. S. 2021. Probability and non-probability sampling-an entry point for undergraduate researchers. *International Journal of Quantitative and Qualitative Research Methods*, 9 (2): 1-15.
- Paparini, S., Green, J., Papoutsis, C., Murdoch, J., Petticrew, M., Greenhalgh, T., Hanckel, B. and Shaw, S. 2020. Case study research for better evaluations of complex interventions: rationale and challenges. *BMC medicine*, 18 (1): 1-6.
- Paramitha, T. A., Tobing, D. K. and Suroso, I. 2020. ADKAR Model to Manage Organizational Change. *International Journal of Research Science and Management*, 7 (1): 141-149.
- Pearce, W. B., Cronen, V. E., Johnson, K., Jones, G. and Raymond, R. 1980. The structure of communication rules and the form of conversation: An experimental simulation. *Western Journal of Communication (Includes Communication Reports)*, 44 (1): 20-34.
- Pearson, N., Naylor, P.-J., Ashe, M. C., Fernandez, M., Yoong, S. L. and Wolfenden, L. 2020. Guidance for conducting feasibility and pilot studies for implementation trials. *Pilot and feasibility studies*, 6 (167): 1-12. Available: <https://doi.org/10.1186/s40814-020-00634-w> (Accessed 3 September 2024).
- Peña-Torres, J. A. and Reina-Rozo, J. D. 2022. Agroecology and communal innovation: LabCampesino, a pedagogical experience from the rural youth in Sumapaz Colombia. *Current Research in Environmental Sustainability*, 4 (100162): 1-14. Available: <https://www.sciencedirect.com/science/article/pii/S2666049022000408> (Accessed
- Peña-Vargas, C., Armaiz-Peña, G. and Castro-Figueroa, E. 2021. A Biopsychosocial Approach to Grief, Depression, and the Role of Emotional Regulation. *Behavioral Sciences*, 11 (8): 1-12.
- Penchev, G. 2021. Planning and Implementing Change in Cyber Security Network Organisations. *Information & Security*, 50 (1): 89-101.
- Peng, J., Li, M., Wang, Z. and Lin, Y. 2021. Transformational leadership and employees' reactions to organizational change: evidence from a meta-analysis. *The Journal of applied behavioral science*, 57 (3): 369-397.

- Pervin, N. and Mokhtar, M. 2022. The interpretivist research paradigm: A subjective notion of a social context. *International Journal of Academic Research in Progressive Education and Development*, 11 (2): 419-428.
- Peterson, C. 2006. *A primer in positive psychology* Oxford: Oxford University Press.
- Phuong, M. T. 2022. Lewin's change management model and lecturers's job satisfaction. *VNUHCM Journal of Economics, Business and Law*, 6 (2): 2348-2356.
- Pillai, S., Rohani, K., Macdonald, M. E., Al-Hamed, F. S. and Tikhonova, S. 2024. Integration of an evidence-based caries management approach in dental education: The perspectives of dental instructors. *Journal of Dental Education*, 88 (1): 69-81.
- Pistol, L.-B. 2020. An in-depth analysis of Gareth Morgan's theory—metaphors of the organizatione. *Conferința tehnico-științifică a studenților, masteranzilor și doctoranzilor*, 2 (1-3): 590-593. Available: https://ibn.idsi.md/sites/default/files/imag_file/590-593.pdf (Accessed 3 June 2023).
- Pitts, M. W., Todorovic, C., Blank, T. and Takahashi, L. K. 2009. The central nucleus of the amygdala and corticotropin-releasing factor: insights into contextual fear memory. *Journal of Neuroscience*, 29 (22): 7379-7388.
- Pollack, J. and Pollack, R. 2015. Using Kotter's eight stage process to manage an organisational change program: Presentation and practice. *Systemic practice and action research*, 28: 51-66. Available: DOI 10.1007/s11213-014-9317-0 (Accessed 11 January 2023).
- Ponelis, S. R. 2015. Using interpretive qualitative case studies for exploratory research in doctoral studies: A case of information systems research in small and medium enterprises. *International Journal of Doctoral Studies*, 10 (1): 535-550.
- Powley, E. H., Fry, R. E., Barrett, F. J. and Bright, D. S. 2004. Dialogic democracy meets command and control: Transformation through the appreciative inquiry summit. *Academy of Management Perspectives*, 18 (3): 67-80.
- Prib, H. A. and Gromova, Z. V. 2019. Connection between resistance to organizational change and psychological resistance of an individual. *Journal of Intellectual Disability-Diagnosis and Treatment*, 7 (3): 170-178.
- Prinos, I. and Manley, J. 2023. The Preston model: economic democracy, cooperation, and paradoxes in organisational and social identification. *Sociological Research Online*, 28 (3): 627-643.
- Proudfoot, K. 2023. Inductive/deductive hybrid thematic analysis in mixed methods research. *Journal of mixed methods research*, 17 (3): 308-326.
- Prunuske, A. J., Evans-Anderson, H. J., Furniss, K. L., Goller, C. C., Mirowsky, J. E., Moore, M. E., Raut, S. A., Swamy, U., Wick, S. and Wolyniak, M. J. 2022. Using personas and the ADKAR framework to evaluate a network designed to facilitate sustained change toward active learning in the undergraduate classroom. *Discover Education*, 1 (1): 1-11.

- Rahman, M. M. 2023. Sample size determination for survey research and non-probability sampling techniques: A review and set of recommendations. *Journal of Entrepreneurship, Business and Economics*, 11 (1): 42-62.
- Rahman, M. M., Tabash, M. I., Salamzadeh, A., Abduli, S. and Rahaman, M. S. 2022. Sampling techniques (probability) for quantitative social science researchers: a conceptual guidelines with examples. *Seeu Review*, 17 (1): 42-51.
- Rainey, H. G. and Steinbauer, P. 1999. Galloping elephants: Developing elements of a theory of effective government organizations. *Journal of public administration research and theory*, 9 (1): 1-32.
- Rajan, R. and Ganesan, R. 2017. A critical analysis of John P. Kotter's change management framework. *Asian Journal of Research in Business Economics and Management*, 7 (7): 181-203.
- Rashid, Z. A., Sambasivan, M. and Rahman, A. A. 2004. The influence of organizational culture on attitudes toward organizational change. *Leadership & organization development Journal*, 25 (2): 161-179.
- Rass, L., Treur, J., Kucharska, W. and Wiewiora, A. 2023. Adaptive dynamical systems modelling of transformational organizational change with focus on organizational culture and organizational learning. *Cognitive Systems Research*, 79 (2023): 85-108. Available: <https://doi.org/10.1016/j.cogsys.2023.01.004> (Accessed 9 November 2023).
- Reinholz, D. L. and Andrews, T. C. 2020. Change theory and theory of change: what's the difference anyway? *International Journal of STEM Education*, 7 (1): 1-12.
- Repovš, E., Drnovšek, M. and Kaše, R. 2019. Change ready, resistant, or both? Exploring the concepts of individual change readiness and resistance to organizational change. *Economic and business review*, 21 (2): 309-338.
- Ritter, C., Koralesky, K., Saraceni, J., Roche, S., Vaarst, M. and Kelton, D. 2023. Qualitative research in dairy science: A narrative review. *Journal of Dairy Science*, 106 (9): 5880-5895.
- Robbins, S. P. and Judge, T. A. 2017. *Essentials of organizational behavior*. 3rd ed. London: Pearson Education (us).
- Rogers, D. W. 2003. *Computational Chemistry using the PC*. 3rd ed. New Jersey: John Wiley & Sons, Inc.
- Rohmah, M. and Subriadi, A. P. 2022. Processes and Activities for Managing Change in Information Systems Implementation in Higher Education Institution. *The Winners*, 23 (1): 51-64.
- Romadona, M. R. and Setiawan, S. 2021. Researchers' View on R&D Organizational Change Using the Grief Cycle. *Journal of STI Policy and Management*, 6 (2): 157-171.

- Rosdiana, N. and Aslami, N. 2022. The main models of change management in Kurt Lewin's thinking. *Jurnal Akuntansi, Manajemen dan Bisnis Digital*, 1 (2): 251–256.
- Rose, J. and Johnson, C. W. 2020. Contextualizing reliability and validity in qualitative research: toward more rigorous and trustworthy qualitative social science in leisure research. *Journal of Leisure Research*, 51 (4): 1-21.
- Rothwell, P. E. 2016. Autism spectrum disorders and drug addiction: common pathways, common molecules, distinct disorders? *Frontiers in neuroscience*, 10: 1-12. Available: doi: 10.3389/fnins.2016.00020 (Accessed 15 November 2024).
- Rozalski, V., Holland, J. M. and Neimeyer, R. A. 2017. Circumstances of death and complicated grief: Indirect associations through meaning made of loss. *Journal of Loss and Trauma*, 22 (1): 11-23.
- Sacheva, S. 2009. Change management for e-governance. *I-Ways Journal of E-Government Policy and Regulation*, 32 (2): 1-12.
- Saldaña, J. 2015. *Qualitative research: Analyzing life*. London: Sage Publications.
- Saldanha, T. J., Lee, D. and Mithas, S. 2020. Aligning information technology and business: The differential effects of alignment during investment planning, delivery, and change. *Information Systems Research*, 31 (4): 1260-1281.
- Saleem, S., Sehar, S., Afzal, M., Jamil, A. and Gilani, S. A. 2019. Accreditation: Application of Kurt Lewin's Theory on Private Health Care Organizationanl Change. *Saudi Journal of Nursing and Health Care*, 2 (12): 412- 415.
- Salihu, M. J. 2019. An analysis of theory of organisational typologies and their application in higher education institutional settings. *Asian Research Journal of Arts & Social Sciences*, 9 (4): 1-7.
- Samimi, A. 2020. Risk management in information technology. *Progress in Chemical and Biochemical Research*, 3 (2): 130-134.
- Samosir, P. and Jayadi, R. 2023. A Change Management for Transformation of Digital Banking In Indonesia. *Jurnal Sistem Cerdas*, 6 (1): 29-43.
- Sarhan, N., Harb, A., Shrafat, F. and Alhusban, M. 2020. The effect of organizational culture on the organizational commitment: Evidence from hotel industry. *Management Science Letters*, 10 (1): 183-196.
- Sataić, I. 2021. The Impact of Organizational Change on Change Management in ICT sector in the Republic of Croatia. *International Journal of Applied Research in Management and Economics*, 4 (1): 60-70.
- Schein, B. M. 1992. Difference semigroups. *Communications in algebra*, 20 (8): 2153-2169.

Schein, E. H. 2010. Three cultures of management: The key to organizational learning. *Glocal Working. Living and Working Across the World With Cultural Intelligence*. Milan, Italy, Franco Angeli, 2 (1): 37-58.

Scholtens, S., Petroll, C., Rivas, C., Fler, J. and Konkoly Thege, B. 2021. Systemic constellations applied in organisations: a systematic review. *Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 52 (3): 537-550.

Schulze, J. H. and Pinkow, F. 2020. Leadership for organisational adaptability: How enabling leaders create adaptive space. *Administrative Sciences*, 10 (3): 1-22.

Sekaran, U. and Bougie, R. 2013. *Research methods for business: A skill building approach*. 6th ed. Hoboken, N. J: John Wiley & Sons Limited

Sensuse, D. I., Sipahutar, R. J., Jamra, R. K. and Suryono, R. R. 2020. Challenges and recommended solutions for change management in Indonesian e-commerce. *2020 International Journal on Information Technology Systems and Innovation (ICITSI)*, Article ID(2020): 250-255. Available:

https://d1wqtxts1xzle7.cloudfront.net/65662845/Challenges_and_Recommended_Solutions_for_Change_Management_in_Indonesian_E_Commerce-libre.pdf?1613050253=&response-content-disposition=inline%3B+filename%3DChallenges_and_Recommended_Solutions_for.pdf&Expires=1706034070&Signature=TasMqFisNDjvbab6~GskhDTw02FCqgp7N8xy9ISCbpU-FI35DXLib7xBA~cJGlxtNb9AP2~hA2uN4m-5kKe~3ZDXZjf2rPF82vVe2NcwK4Kt9EGgJbxdoIw1fWMf5oJ5hOnFO3N8yDaNlM6YY6VBhIEWrf4vUYlzlHyfunlcd6rUkIdmi5ipl05wOaT6obb-Gra6zqW2zzMfTOcO9iX8gvLHMNW1qgmhcrtbLYx0Zi1nHGWGtxqbt7k0jlpzxksKw4tGVcCs9vJS6HwxGMRO2oTwZLM11P3rb1CWyzIeA77gOcs-IQfGwbEHc5oGGa8JPGRYegTYV96imft7WpMXQ__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA (Accessed 23 June 2023).

Shine, J. M. 2021. The thalamus integrates the macrosystems of the brain to facilitate complex, adaptive brain network dynamics. *Progress in Neurobiology*, 199: 1-12. Available: <https://doi.org/10.1016/j.pneurobio.2020.101951> (Accessed 15 November 2023).

Shockley-Zalabak, P. 2011. A Matter of Trust. *Communication World*, 28 (3): 16-21.

Shonhe, L. and Grand, B. 2020. Implementation of electronic records management systems: Lessons learned from Tlokweng land Board-Botswana. *Records Management Journal*, 30 (1): 1-30.

Shufutinsky, A. 2020. Employing use of self for transparency, rigor, trustworthiness, and credibility in qualitative organizational research methods. *Organization Development Review*, 52 (1): 50-58.

Siegenfeld, A. F. and Bar-Yam, Y. 2020. An introduction to complex systems science and its applications. *Complexity*, 2020: 1-16. Available: <https://doi.org/10.1155/2020/6105872> (Accessed 27 November 2023).

- Sileyew, K. J. 2019. Research design and methodology. In: *Cyberspace*. Addis Ababa: Intech Open, 1-12.
- Silva, V. and Santana, K. 2020. Political Activity in a family company: Considerations from metaphor of Gareth Morgan. *IOSR Journal of Humanities And Social Science (IOSR-JHSS)*, 25 (7): 48-52.
- Silver, R. C. and Wortman, C. B. 2007. The stage theory of grief. *JAMA*, 297 (24): 2692-2694.
- Sittrop, D. and Crosthwaite, C. 2021. Minimising risk—the application of kotter’s change management model on customer relationship management systems: A case study. *Journal of Risk and Financial Management*, 14 (10): 1-20.
- Small, A., Gist, D., Souza, D., Dalton, J., Magny-Normilus, C. and David, D. 2016. Using Kotter's change model for implementing bedside handoff: a quality improvement project. *Journal of nursing care quality*, 31 (4): 304-309.
- Smollan, R. K. 2011. The multi-dimensional nature of resistance to change. *Journal of Management & Organization*, 17 (6): 828-849.
- Sovacool, B. K., Baum, C. M. and Low, S. 2023. Risk–risk governance in a low-carbon future: Exploring institutional, technological, and behavioral tradeoffs in climate geoengineering pathways. *Risk Analysis*, 43 (4): 838-859.
- Spencer, S. L. 2011. Measuring and modeling apoptosis in single cells. *Cell*, 144 (6): 926-939.
- Spicer, A. 2020. Organizational culture and COVID-19. *Journal of Management Studies*, 57 (8): 1737-1740.
- Spies, M. and Alff, H. 2020. Assemblages and complex adaptive systems: A conceptual crossroads for integrative research? *Geography Compass*, 14 (10): 1-13.
- Sroufe, R. 2017. Integration and organizational change towards sustainability. *Journal of Cleaner Production*, 162 (2017): 315-329.
- Stroink, M. L. 2020. The dynamics of psycho-social-ecological resilience in the urban environment: A complex adaptive systems theory perspective. *Frontiers in Sustainable Cities*, 2: 1-31. Available: <https://doi.org/10.3389/frsc.2020.00031> (Accessed 22 January 2024).
- Suherwan, A., Fitria, H. and Martha, A. 2021. Implementation of Organizational Culture in Improving Employees Performance in Education and Culture Office Banyuasin District. *International Journal on Education Universitas PGRI Palembang (INCoEPP 2021)*, 565: 1420-1423. Available: <http://creativecommons.org/licenses/by-nc/4.0/> (Accessed 2 January 2024).
- Sulistiyani, E., Ali, A. H. N. and Astuti, H. M. 2020. Change management strategies to implement a fingerprint based attendance system in information systems department using ADKAR model. *Applied Technology and Computing Science Journal*, 3 (1): 22-29.

Sutrisno, S., Kuraesin, A. D., Siminto, S., Irawansyah, I. and Ausat, A. M. A. 2023. The role of information technology in driving innovation and entrepreneurial business growth. *Jurnal Minfo Polgan*, 12 (1): 586-597.

Swaine, P. 2021. Artist or Artisan? Towards a Market-Oriented Culture of Innovation: Organisational Culture, Marketing and Innovation in Small English Law Firms. PhD, Nottingham Trent University (United Kingdom).

Syakur, A., Susilo, T. A. B., Wike, W. and Ahmadi, R. 2020. Sustainability of communication, organizational culture, cooperation, trust and leadership style for lecturer commitments in higher education. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3 (2): 1325-1335.

Taherdoost, H. 2022. What are different research approaches? Comprehensive Review of Qualitative, quantitative, and mixed method research, their applications, types, and limitations. *Journal of Management Science & Engineering Research*, 5 (1): 53-63.

Factors affecting organisational change (online). 2019. Available: https://www.google.co.za/search?q=factors+that+influence+organisational+change&sxsrf=A0aemvKVNfqr97tlqwdKD5U0RanIDZpGMO%3A1632984653674&source=hp&ei=TV5VYZWMJ7Tb1sQP8dGniAg&iflsig=ALs-wAMAAAAYVVsXR6agZpHCs2fB28Yqcrzk7wasVtc&oq=factors+that+influence+organisational+change&gs_lcp=Cgdnd3Mtd2l6EAEYADIFCAAQgAQyBggAEBYQHjIGCAAQFhAeMgYIABAWEB4yBggAEBYQHjIGCAAQFhAeMgYIABAWEB4yBggAEBYQHjoECCMQJzoQCC4QsQMgQgwEQxwEQ0QMgQzoECAAQzoHCAAQsQMgQzoECC4QzoKCAAQsQMgQgwEQQzoFCAAQkQI6CAgAEBYQChAeUM8KWJugAWC0rgFoAHAAeAKAAY4KiAGFkwGSAQ8yLTEyLjE5LjluNS4yLjOYAOQCgAQE&client=gws-wiz (Accessed 24 August 2021).

Tajfel, H., Turner, J. C., Austin, W. G. and Worchel, S. 1979. An integrative theory of intergroup conflict. *Organizational identity: A reader*, 56 (65): 19-37.

Tamlyn, D. and Downe-Wamboldt, B. 1997. An international survey of death education trends in faculties of nursing and medicine. *Death studies*, 21 (2): 177-188.

Tarnoff, K. A., Bostwick, E. D. and Barnes, K. J. 2021. Assessment resistance: using Kubler-Ross to understand and respond. *Organization Management Journal*, 18 (5): 176-186.

Tedla, B. A. 2022. An essence of leadership, its styles: A review and personal account commentary. *International Journal of Health Sciences*, 6 (2): 175-183.

Thekkekara, J. V. 2023. Change Management: A Survey of Literature in View of Analysing the Advantages of ADKAR Model. *RGUHS Journal of Allied Health Sciences*, 3 (2): 1-11.

Toha, N. and Avandana, I. 2020. Project Managers' Leadership Styles and Their Effects on Project Management Performance. *Pertanika Journal of Social Sciences & Humanities*, 28 (2): 803-816.

- Tiwari, H. and Raman, R. 2022. Success attributes of business leaders from information technology industry: Evidence from India. *International Journal of Information Management Data Insights*, 2 (1): 1-10.
- Tohidian, I. and Rahimian, H. 2019. Bringing Morgan's metaphors in organization contexts: An essay review. *Cogent Business & Management*, 6 (2019): 1-8. Available: <https://doi.org/10.1080/23311975.2019.1587808>Page 2 of 8 (Accessed 3 June 2023).
- Trevino, L. K. and Brown, M. E. 2004. Managing to be ethical: Debunking five business ethics myths. *Academy of management perspectives*, 18 (2): 69-81.
- Tsuro, L. 2020. Improving the efficiency and performance of the supply chain in the construction industry. Doctor of Philosophy in Management Sciences Specialising in Leadership and Complexity, Durban University of Technology.
- Tubagus, M., Haerudin, H., Fathurohman, A., Adiyono, A. and Aslan, A. 2023. The impact of technology on islamic pesantren education and the learning outcomes of santri: new trends and possibilities. *Indonesian Journal of Education (INJOE)*, 3 (3): 443-450.
- Turban, D. B., Moake, T. R., Wu, S. Y.-H. and Cheung, Y. H. 2017. Linking extroversion and proactive personality to career success: The role of mentoring received and knowledge. *Journal of Career Development*, 44 (1): 20-33.
- Turban, J. L., Almazan, A. N., Reisner, S. L. and Keuroghlian, A. S. 2023. The importance of non-probability samples in minority health research: Lessons learned from studies of transgender and gender diverse mental health. *Transgender Health*, 8 (4): 302-306.
- Tushman, M. L. and O'Reilly III, C. A. 1996. Ambidextrous organizations: Managing evolutionary and revolutionary change. *California management review*, 38 (4): 8-29.
- Tziamali, I. 2022. Resistance to diversity and inclusion initiatives within the Dutch Armed Forces: A discourse analysis on resistance of military employees to diversity and inclusion initiatives based on an autobiographical case study. Master Business Administration, Radboud University. Available: <https://theses.uhn.nl/handle/123456789/13335> (Accessed 11 January 2024).
- Ugwu, C., Ekere, J. and Onoh, C. 2021. Research paradigms and methodological choices in the research process. *Journal of Applied Information Science and Technology*, 14 (2): 116-124.
- Ulukan, S. E. 2020. Integrating cultural change management program with smart workplace transformation and refurbishment project schedule. *Civil Engineering and Architecture*, 8 (5): 847-859.
- Vallas, S. 2015. Accounting for precarity: Recent studies of labor market uncertainty. *Critical-Retrospective Essays*, 1 (1): 463-469.
- van den Heuvel, M. P., Mandl, R. C., Stam, C. J., Kahn, R. S. and Pol, H. E. H. 2010. Aberrant frontal and temporal complex network structure in schizophrenia: a graph theoretical analysis. *Journal of Neuroscience*, 30 (47): 15915-15926.

- Van Dick, R. and Wagner, U. 2002. Social identification among school teachers: Dimensions, foci, and correlates. *European Journal of Work and Organizational Psychology*, 11 (2): 129-149.
- van Rooij, I. and Baggio, G. 2021. Theory before the test: How to build high-verisimilitude explanatory theories in psychological science. *Perspectives on Psychological Science*, 16 (4): 682-697.
- van Zyl, L. E. 2014. *Research methodology for the economic and management sciences*. 8th ed. Cape Town: Pearson Education Limited.
- Vasilikaris, G. 2022. The Aesthetics of Grief: Exploring Sorrow in the Paradigm of Gris. *Ex-centric Narratives: Journal of Anglophone Literature, Culture and Media*, Article ID(6): 150-167. Available: <https://doi.org/10.26262/exna.v0i6.8803> (Accessed 17 November 2023).
- Veldhuijsen, S. B., De Kok, R. J., Stigter, E. E., Steiner, J. F., Saloranta, T. M. and Immerzeel, W. W. 2022. Spatial and temporal patterns of snowmelt refreezing in a Himalayan catchment. *Journal of Glaciology*, 68 (268): 369-389. Available: <https://doi.org/10.1017/jog.2021.101> (Accessed 6 December 2023).
- Venketsamy, R., Chauke, L. and Bipath, K. 2021. Transitioning through management change: The experiences of community learning centre educators. *African Journal of Career Development*, 3 (1): 1-10.
- Verma, J. and Verma, P. 2020. *Determining sample size and power in research studies* Gateway East, Singapore: Springer. Available: <https://doi.org/10.1007/978-981-15-5204-5> (Accessed 6 August 2024).
- Waghid, F. 2023. Crisis, changed leadership, change management and educational technology. *South African Journal of Higher Education*, 37 (4): 1-19.
- Wallach, E. J. 1983. Organizations: The cultural match. *Training and development journal*, 37 (2): 29-36.
- Walliman, N. 2011. *Your research project: Designing and planning your work*. 3rd ed. Los Angeles, CA: Sage.
- Wan, J., Saade, R. and Wang, L. 2020. Deriving significant factors for managing change in UN. *Journal of Organizational Change Management*, 33 (1): 114-126.
- Wang, R.-R. and Wang, Y.-h. 2021. Using the Kübler-Ross model of grief with post-traumatic stress disorder (PTSD): An analysis of Manchester by the sea. *Metathesis: Journal of English Language, Literature, and Teaching*, 5 (1): 79-92.
- Wardani, S. and Kusuma, I. 2020. Comparison of learning in inductive and deductive approach to increase students' conceptual understanding based on international standard curriculum. *Jurnal Pendidikan IPA Indonesia*, 9 (1): 70-78.

- Weick, K. E. and Quinn, R. E. 1999. Organizational change and development. *Annual review of psychology*, 50 (1): 361-386.
- Werner, A., Bagraim, J., Cunningham, P., Potgieter, T. and Viedge, C. 2009. *Organisational behaviour: A contemporary South African perspective*. 4th ed.
- Whang, N.-Y. 2021. An exploration of school organization metaphors and their contribution to school change. *SAGE Open*, 11 (1): 1-16.
- Wiedenhöft, G. C., Luciano, E. M. and Pereira, G. V. 2020. Information technology governance institutionalization and the behavior of individuals in the context of public organizations. *Information Systems Frontiers*, 22 (6): 1487-1504.
- Williamson, B. 2021. Making markets through digital platforms: Pearson, edu-business, and the (e) valuation of higher education. *Critical Studies in Education*, 62 (1): 50-66.
- Windschitl, M. 2004. Folk theories of “inquiry:” How preservice teachers reproduce the discourse and practices of an atheoretical scientific method. *Journal of Research in Science Teaching: The Official Journal of the National Association for Research in Science Teaching*, 41 (5): 481-512.
- Wladar, D. 2022. Emotional and cognitive impacts of organisational change. *Journal of Applied Leadership and Management*, 10: 1-21. Available: <https://journal-alm.org/article/view/23313/> (Accessed 25 July 2024).
- Woodworth, W. P. 1986. Managing from below. *Journal of Management*, 12 (3): 391-402.
- Wrench, A., Garrett, R. and King, S. 2013. Guessing where the goal posts are: Managing health and well-being during the transition to university studies. *Journal of Youth Studies*, 16 (6): 730-746.
- Yadav, D. 2022. Criteria for good qualitative research: A comprehensive review. *The Asia-Pacific Education Researcher*, 31 (6): 679-689.
- Yasid, M. and Laela, S. F. 2022. The success factors of conversion process using ADKAR model: A case study of Islamic savings loan and financing cooperative. *Afkaruna: Indonesian Interdisciplinary Journal of Islamic Studies*, 18 (1): 234-259.
- Yin, E. and Mahrous, A. 2022. Covid-19 global pandemic, workplace spirituality and the rise of spirituality-driven organisations in the post-digital era. *Journal of Humanities and Applied Social Sciences*, 4 (2): 79-93.
- Yoade, B., Odenigbo, N., Jones, J., Kallikkadan, J. and Jolayemi, A. 2020. On the use of a Modified Kubler-Ross Model of Grief to Treat Bereavement in Schizophrenia. *Cureus*, 12 (12): 1-7.
- Yu, J., Park, J. and Hyun, S. S. 2021. Impacts of the COVID-19 pandemic on employees’ work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification. *Journal of Hospitality Marketing & Management*, 30 (5): 529-548.

Yusif, S., Hafeez-Baig, A. and Soar, J. 2022. Change management and adoption of health information technology (HIT)/eHealth in public hospitals in Ghana: A qualitative study. *Applied Computing and Informatics*, 18 (3/4): 279-289.

Zalaghi, H. and Khazaei, M. 2016. The role of deductive and inductive reasoning in accounting research and standard setting. *Asian Journal of Finance & Accounting*, 8 (1): 227-241.

Zhi, Z., Abba, N. B. and Hamid, A. A. 2020. Employee participation in organizational decision making as a motivational factor for building high performance work system in an organization. *International Journal of Innovative Research and Advanced Studies*, 7 (5): 124-138.

Zine, M., Harrou, F., Terbeche, M., Bellahcene, M., Dairi, A. and Sun, Y. 2023. E-learning readiness assessment using machine learning methods. *Sustainability*, 15 (11): 1-22.

ANNEXURES

ANNEXURE 1 STUDY QUESTIONNAIRE

Interview Questions

(Senior managers, middle managers and junior managers)

1. Have you observed any change in your working environment in the past 3 years?
If yes, please elaborate.
2. Is change communicated effectively?
3. Have you attended any change management sessions in the last 3 years?
4. Have you implemented change management sessions in the last 3 years?
5. Is change necessary in the KwaZulu-Natal Road Traffic Inspectorate?
6. Why is change needed in the KwaZulu-Natal Road Traffic Inspectorate?
7. Is the KwaZulu-Natal Road Traffic Inspectorate ready for a change?
8. How does the existing organisational culture influence change?
9. How do employees respond to change?
10. How does individual behaviour affect change proposed by the leadership?
11. Are the proposed changes in line with the change that is needed by the organisation?
12. Do proposed changes have any significant impact on the organisation?
13. Are employees sufficiently equipped and adequately supported to deal with change?
14. Are you satisfied with the way change is being implemented?
15. Are you satisfied with the attitude and response of employees towards change?
16. How is change perceived in the KwaZulu-Natal Road Traffic Inspectorate?
17. Do you involve your subordinates in the course of planning for change? If not, please elaborate.
18. Is change proposed innovatively or reactively? Elaborate.
19. Is there a departmental framework or standards for implementing and managing change in the KwaZulu-Natal Road Traffic Inspectorate? If yes, is it effective?
20. What is your perception of change in the KwaZulu-Natal Road Traffic Inspectorate?
21. What would you recommend for improving the organisational change process?

22. Please share any change management information in the KwaZulu-Natal Road Traffic Inspectorate that is not covered in the above questions.

Interview Questions

(Supervisors, field supervisors, and traffic officers)

1. Have you observed any change in your working environment in the past 3 years?
2. Is change communicated effectively?
3. Have you attended any change management sessions in the last 3 years?
4. Is change necessary in the KwaZulu-Natal Road Traffic Inspectorate?
5. Why is change needed in the KwaZulu-Natal Road Traffic Inspectorate?
6. Is the KwaZulu-Natal Road Traffic Inspectorate ready for a change?
7. How does the existing organisational culture influence change?
8. How does individual behaviour affect change proposed by the leadership?
9. Are you satisfied with the way change is being implemented?
10. Does senior management involve you in the planning for change?
11. Are you satisfied with the leadership during the change management process?
12. What is your perception of change in the organisation?
13. How is change perceived in the KwaZulu-Natal Road Traffic Inspectorate?
14. Is there a departmental framework or standards for implementing and managing change? If yes, is it effective?
15. What would you recommend in improving the organisational change process?
16. Please share any change management information in the KwaZulu-Natal Road Traffic Inspectorate that is not covered in the above questions.

ANNEXURE 2: EDITING CERTIFICATE

CERTIFICATE OF LANGUAGE EDITING

This is to certify that the Thesis titled:

**SHAPING THE FUTURE OF ORGANISATIONAL CHANGE THROUGH EFFECTIVE LEADERSHIP:
A CASE STUDY
OF THE KWAZULU-NATAL ROAD TRAFFIC INSPECTORATE**

The thesis submitted in fulfilment of the requirements for the Degree of
Doctor of Philosophy: Management Sciences specialising in Business Administration
Durban University of Technology
Durban, South Africa

By

Student number:20407921

Has been edited for language by PEACE OASIS
INTERNATIONAL, Language Editor. Neither the research
content nor the author's intentions were altered.
The editor guarantees the quality of the English Language in this
paper. The following issues were corrected: grammar, spelling,
punctuation, sentence structure, and phrasing.

Date issued, 18 December 2024

Dr. K. Shonhiwa: Head

POII0030
Certificate number



Peace Oasis
INTERNATIONAL

ANNEXURE 3: GATEKEEPERS LETTER



KWAZULU-NATAL PROVINCE
TRANSPORT
REPUBLIC OF SOUTH AFRICA

Private Bag X9043, PIE PIETERMARITZBURG, 3200

Office of the Head: Transport

INKOSI MHLABUNZIMA MAPHUMULO HOUSE
172 Burger Street, PIETERMARITZBURG, 3200

Tel: (27) (33) 355 6001
Fax: (27) (33) 355 6021

Email: Silvaniso.Mphahle@kzntransport.gov.za

Enquiries: Mr S Luthuli
Telephone: 15 February 2023

PERMISSION TO CONDUCT A STUDY AT THE KZN ROAD TRAFFIC INSPECTORATE: EMPANGENI AND LADYSMITH REGIONS.

This serves to confirm that we are aware of Mr Sanele Luthuli who is doing a Doctor of Philosophy Management Sciences: Business Administration Degree at the Durban University of Technology. He is intended to conduct his research project in the KwaZulu-Natal Department of Transport Road Traffic Inspectorate Empangeni and Ladysmith Regions. The KwaZulu-Natal Department of Transport grants him the permission to conduct his research study within these two regions.

Research Topic: Shaping the future of organisational change through effective leadership: A case study of the KwaZulu Natal Road Traffic Inspectorate.

Submitted for your prompt attention

Mr JS Mphahle
Head: Transport

Date: 2023-02-19

HEAD: KZN TRANSPORT
Inkosi Mhlabunzima Maphumulo House
172 Burger Street, Pietermaritzburg 3201

2023-02-19

Republic of South Africa
Private Bag X9043
Pietermaritzburg 3200

ANNEXURE 4: LETTER OF INFORMATION



LETTER OF INFORMATION

Title of the Research Study: Shaping the future of organisational change through effective leadership: A case study of the KwaZulu-Natal Road Traffic Inspectorate.

Principal Investigator/s/researcher: (Sanele Luthuli, Master of Management Sciences: Business Administration)

Co-Investigator/s/supervisor/s: (Dr O. M. Fagbadebo, PhD)

Brief Introduction and Purpose of the Study: I am a PhD Business Administration student at the Durban University of Technology. The title of this research project is “Shaping the Future of organisational change through effective leadership: A case study of the KwaZulu-Natal Road Traffic Inspectorate”. The overall aim of this study is to examine the role of leadership in change management in the KwaZulu-Natal Road Traffic Inspectorate; and develop a change management framework for the KwaZulu-Natal Road Traffic Inspectorate.

Greeting Good Day, How are you?.

Introduce yourself to the participant I am a student at DUT doing research for my PhD degree in Business Administration.

Invitation to the potential participant I would like to invite you to participate in the research that is investigating the role of leadership in change management in the KwaZulu-Natal Road Traffic Inspectorate.

What is Research: Research is a systematic search or inquiry for generalised new knowledge. You can ask questions if need clarity on something or if you do not understand any questions. You are entitled to discuss this study with your family and friends, and you are not compelled to commit to at this stage. For this purpose, a copy of a letter of information will be given to you to take home.

Outline of the Procedures: The study will involve 3 senior managers, 3 middle, 4 junior managers 4 supervisors, 4 field supervisors, and 10 traffic officers of the KwaZulu-Natal Road Traffic Inspectorate in Empangeni and Ladysmith regions (regions 1 and 2). Participants selected from this institution will be asked to recall leadership and change management issues and respond to how organisational change transpires in their institution. Data will be collected using interviews.

Risks or Discomforts to the Participant: There will be no anticipated risk or discomfort to participants. However, if it occurs that some of the questions lead to discomfort or anxiousness to any of the participants, they are free to discontinue if they wish to.

Explain to the participant the reasons he/she may be withdraw from the Study: The research may be terminated early if the researcher is unable to continue with it due to illness, non-compliance, and any unforeseen adversity that may make it infeasible to complete the research. The participant may also withdraw at any time due to illness, non-compliance, or any adverse findings that may make it infeasible for him or her to continue with the research. Participation is entirely voluntary, and participants can withdraw at any time without any adverse consequences. The researcher may also withdraw the participant at any time if he is of the view that it will be infeasible to continue with that participant.

Benefits: This study intends to contribute to theory building in government institutions where there is an information gap generally. The study seeks to set benchmarks of leadership during organisational change in the KwaZulu-Natal Department of Transport.

Furthermore, a framework for the application of organisational change in the Department will be developed, and it is envisaged that this study will provide a springboard for developing practices, procedures, and policies.

Remuneration: There will be no remuneration, rewards, benefits, and prizes given to respondents in this study

Costs of the Study: The researcher will travel to all respondents at their respective offices as such there will be no need for participants' traveling expenses.

Confidentiality: To ensure confidentiality, all relevant information received from the data collection tools will be treated with complete confidentiality and used only for this study; no individual details will be disclosed in the dissertation.

Results: The researcher will present the findings at both local and international conferences. In addition, the findings of the study will be published in reputable DHET-accredited journals. The thesis will also be published on the institution's research repository thereby providing an online link to people who may be interested to read the findings of the study.

Research-related Injury: There are no anticipated risks or injuries.

Storage of all electronic and hard copies including tape recordings The data will be kept on a hard drive accessible only to my supervisor and I. Security codes will be put in place for accessing the data. The data will be stored in a safe place for five years and subsequently shredded.

Persons to contact in the Event of Any Problems or Queries: :(Supervisor Please contact the researcher at 0727368343, my supervisor Dr^r OM Fagbadebo, otmololu@yoo.com 0611533824, or the Institutional Research Ethics Administrator on 031

373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Linganiso at 031 373 2577 or researchdirector@dut.ac.za.

General:

(This section must be deleted before attaching document to your PG 2a)

A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population e.g. isiZulu.

ANNEXURE 5: CONSENT



Statement of Agreement to Participate in the Research Study:

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

Full Name of Participant Date Time Signature / Right
Thumbprint

I, Sanele Luthuli (name of researcher) herewith confirm that the above participant has been fully

informed about the nature, conduct and risks of the above study.

_____ Date Signature _____

_____ (If applicable) Date Signature _____

_____ (If applicable) Date Signature _____