

**IMPLEMENTATION OF CHANGE MANAGEMENT WITH REFERENCE TO
AFRIKAANS AT MNET AND SABC**

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ABSTRACT

The study deals with the extent to which change should be implemented by institutions. It is of paramount importance that staff be at the centre of the change throughout the entire process. It is worth noting that in the absence of this serious phenomenon, there seems to be little hope of raising employee confidence, as is notable from the responses of the employees of MNet and SABC.

The sociopolitical history of South Africa has played a major role in language used in the country's media: television, newspapers and radio. English is by far the most widely used language in the media, followed by Afrikaans and the African languages in that order. Except for multilingual programmes, it was relatively easy to determine the amount of airtime allocated to each individual language. A previous study shows that the distribution of airtime on South African television is strikingly uneven, with English taking up 91,95% of the total weekly airtime, Afrikaans 5,66% and all nine African languages sharing a mere 2.39% of airtime collectively.

The study further deals with the origin and development of the Afrikaans language in South Africa. For many years Afrikaans took centre stage in South Africa. Especially during the apartheid years the use and power of Afrikaans increased dramatically on the SABC. Since 1994 English has gained more territorial political clout than Afrikaans in virtually all the country's institutions, including the media. The SABC took a political decision to cut vigorously on Afrikaans programming. That triggered MNet's decision to embark on a business decision to establish a dedicated Afrikaans channel. This study shows that employees at the SABC are generally unsatisfied with the broadcaster's decision and staff at MNet are in agreement with the fact that Afrikaans has lost most of its privileges and political prestige it had during the apartheid era, it could still present a challenge to the hegemony of English in all the higher domains, except diplomacy.

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CHAPTER ONE

INTRODUCTION, PROBLEM STATEMENT AND METHOD OF STUDY

KEYWORDS: Perceptions, Afrikaans, attitudes, relationships, change management, kykNET, MNet, SABC.

1.1 ORIENTATION AND PROBLEM STATEMENT

Seeley (2000:24) defined change management as a set of tools to increase the odds of shaping the direction and intensity of change in order for a strategic intent to be realized. This involves thinking and planning for the future, whilst giving a realistic assessment of the present. In essence, change management is an approach for planning, guiding and executing the process of change from where organizations are currently, to where they want to be. This means that strategies, formal structures, organizational culture and management styles may have to be adapted or totally changed (Van Der Waldt & Du Toit 1999:254).

Within the next twenty years, our society will undergo as many changes as it did in the past one hundred years. There will be tremendous change in the way we live and deal with others. Stevens (1997:44) believes that the acceptance of change can be improved when certain conditions are present that minimize the potential threat or discomfort of the proposed change.

Carnall (1999:158) argued that it is of paramount importance that organizations get staff to recognize that changes are needed. The danger is that staff become locked into patterns of behaviour, systems and procedures which may not be totally effective anymore and to question why, how and what may be done instead. Carnall (1999:159) further suggested that organizations should monitor

