



The influence of a change management process on work-related attitudes: The case of Emalahleni Local Municipality

MM Skosana

 **orcid.org 0000-0001-6727-5904**

Mini-dissertation submitted in partial fulfilment of the requirements for the degree *Master of Business Administration* at the North-West University

Supervisor:

Ms N Khumalo

Examination: May 2018

Student number: 28289064

ACKNOWLEDGEMENTS

First of all, I would like to express my gratitude to God for providing me with strength to pursue my studies in MBA & for completing my dissertation. I further wish to extend my appreciation to my family particularly my husband Mr V.L Skosana and my four kids for the support they gave me during my studies.

To my employer Nkangala District Municipality and the Executive Mayor Cllr Linah Malatjie, thank you very much for the support, for funding my studies and for providing me with time-off to do my school works. I also thank the employees of Nkangala District Municipality for the administrative support they offered me during my studies.

My sincere appreciation to my study leader Ms Ntseliseng Khumalo for the great support and the guidance she gave me during the compilation of this dissertation. I also appreciate the encouragement she gave me to push for completion of the dissertation, thank you so much.

Lastly I wish to thank the Emalahleni Local Municipality Municipal Manager for allowing me to conduct the research on the Municipality. I also wish to acknowledge the Municipality's employees who participated in the research and the corporation I received from them during the completion of the questionnaires.

Thank you all and may the Almighty God bless you.

ABSTRACT

Employees work attitudes towards change has become a major concern for most organisations both private and public sector. This research investigates the degree to which change management processes impacts on employee's attitudes, performance, and trust in management as well as employee morale in Emalahleni Local Municipality. Emalahleni Local Municipality as a case study falls under Nkangala District Municipality in Mpumalanga Province geographically. The study aims to assess the influence of change management process on work related attitudes of the Municipal employees. The primary research objective was to examine how change management process affects workers attitudes towards their work with a specific objective of determining the relationship between organisational change management process and job performance, to establish the impact of organisational change management process on trust in management and to determine the relationship between organisational change management process and employee morale.

Quantitative research approach was chosen in order to achieve the principal objectives of the study. The research was conducted using closed questionnaire which was developed with reference to the literature review and was distributed to 150 participants who are employees of Emalahleni Local Municipality. Data was analysed by University Statisticians using the SPSS version 23. The study discovered that change programs implemented within the organisation do have an impact on their performances on the job and employees at Emalahleni Local Municipality are yet to realise the positive change in their jobs after the implementation of change programs. The study recommended that it is important for senior management, Councillors and staff to be aware of all the relevant provisions of the change management framework, and ensuring sufficient consultation and communication during change implementation.

KEYWORDS: Change Management, Job Performance, Trust, Employee morale

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ABBREVIATIONS AND ACRONYMS

MBA	: Master in Business Administration
CLLR	: Councillor
SPSS	: Statistical Package for Social Sciences
EBP	: Evidence-Based Policy
RCT	: Randomized Controlled Trials

CHAPTER ONE

SCOPE OF THE STUDY

1.1 Introduction

Organisational change has increasingly become a critical area of inquiry, as private firms, Non-government organisations and government bodies seek to maintain and improve efficiency. Organisations improve their operations or disintegrate depending on how they respond to change. Changes in Local Government space are unavoidable due to constant changes in leadership every five years in terms of the South African applicable legislations. The change in leadership leads to change in vision, mission, goals and objectives of the organisation. The above strategic changes lead to changes in operations where employees are directly affected as they are expected to implement such changes. According to Al-Ali, Singh & Sohal, (2017) the rate of change in current times has increased significantly and change is expected in any organisation. This is caused by the evolving world which makes change management as the eternal aspect of any organisation to achieve objectives of the organisation. Implementation of organisational changes may be pro-actively done by organisations or naturally forced on them due to changes in the world. Managing organisational change requires willingness from leadership that must direct change, change in organisational culture and the commitment of implementers of change together with implementation disregarding nature of the changes that must be put to effect.

The democratic dispensation was an achievement appreciated by most citizen in the country with various challenges faced by the municipalities to embrace changes expected to happen such as amalgamation of urban with rural areas and improvement of the areas that were behind with development and service delivery. Citizens in small and rural towns still continue to struggle in this democratic dispensation due to various failures by local Municipalities (Ashton, 2013). These areas have experienced poor service delivery due to a combination of incompetence, lack of resources or poor use of resources. Even well-resourced urban Municipalities like City of Johannesburg are still facing similar challenges such as billing problems, poor governance and lack of housing

provision with City of Cape Town having challenges of property developers' dominance which results in lack of provision for housing for the poor while EThekweni municipality also urban planning problems (Allameh, et al., 2012). Structural and institutional reforms in local municipalities remain a challenge that is bedeviled by numerous problems (Ashton, 2013). The problems range from governmental which include expectations to fulfill 'unfunded mandates' to institutional problems like financial mismanagement, poor service delivery, financial non-compliance and lack of application of change management processes. The result has been that some municipalities have been placed under administration whereby Provincial Government takes over the Municipality for a specific period of time. The situation is prevailing in five provinces within the country (Ashton, 2013).

These problems are found in Municipalities across the country and reform cannot take place as long as Municipalities and political leaders remain unaccountable to their constituencies which they are meant to serve thus structural change is required. Other problems which have affected successful change in South African municipalities include ways in which changes are implemented and often seen as the reason for change resistance, and employees stress when change initiatives are being implemented (William, 2003). Change management in local government is inevitable as there are continuous changes in the legislation, political and top management leadership as guided by the acts governing Municipalities and other external factors that compel the Municipality to effect change management and to ensure change management processes are in place to implement such changes.

Based on State of Local Government in South Africa report, Department of Cooperative Governance and Traditional Affairs (2009) change management initiatives whether strategic or operational fails in Local Government because of lack of monitoring on implementation of change and lack of cooperation with other relevant stakeholders which is one of the critical element outlined in Lewin's model on change management as reflected on refreezing stage where it emphasizes on reinforcing the new behaviour or culture in the organisation to prevent regression as changes would be short-lived if

refreezing stage is overlooked in this change management model. It is expected that to effect operational changes in an organisation like Emalahleni Local Municipality with 3443 number of employees will come with its challenges and if such change management processes are not communicated properly and/or well received by employees they will have an impact on the work attitudes of the employees to accept such changes which will subsequently affect the performance of the Municipality to deliver the services to the communities.

1.2 Problem Statement

Employees work attitudes towards change has become a major concern for most organisations both private and public sector. The research seeks to investigate the degree at which change management processes impacts employee's attitudes, performance, and trust in management as well as employee morale in Emalahleni Local Municipality. According to El-Farra & Badawi (2012) organisations that are willing to adopt and adapt to change create a better competition for the business. Organisational change has a significant impact on people working for that organisations and it provides for growth and development while it can also be viewed as threats from creating new skills, relationships and activities. More often organisational change processes fail to meet their intended purpose resulting in negative impacts on the organisations and workforce. These include fruitless and wasteful expenditures, leading to low productivity from the employees (Wanza & Nkuraru, 2016). Implementation of changes in any system, structure or process makes individual change to become vital as any change starts with individual's ability to accept change and unless majority of individuals are willing to change their attitudes or behaviour no organisational change may occur (El-Farra & Badawi, 2012).

It is also common for municipalities to devise strategies to manage and implement change in closed boardrooms without the full involvement of those assigned to implement such changes and implementing the strategies thereof without consultations. This approach, as far as Keller and Aiken (2009) are concerned, fail mainly because the understanding of change management failure is rooted in poor understanding of human

behaviour. According to Cunningham (2014), change in the non-private sector is more difficult because of the various factors but he emphasized on a few with the major one being the number of the employees the change process is going to affect. In private organisations, they can include almost everyone in the change process decision making and there will be less resistance in the organisational change and this is different with the public sector organisation like the organisation in this study. Most decisions are made behind closed doors and then dictated to the employees which may lead to resistance. He also mentioned the resources and the time that will be needed if the change process had to include everyone therefore this is a big problem in the organisation on factors that might be necessary to include everyone.

In a Study by Ellen (2014), a study focusing on the Kenyan legislatures, showed that most change programmes in public organisations fail. There is a long list of reasons why there is failure in implementation of change which includes capability of public sector organisation to align with the political environment and integrating the political preferences, taking note of the individuals that are in a position of power, good managerial discretion using parameters and employee empowerment and having good responses to the change parameters and evaluation in public services. The capability of success can be made better by countering intuitive insights about how employees see the environment and their favorite line of response. There is still a gap of research literature on change management concerning local government hence there are still challenges on change implementation due to general laws of change as applied in the sector. The ineffective change management processes in Municipalities affects service delivery directly which will lead to community protests and subsequently affects the functionality of the Municipality. Based on the State of Local Government in South Africa report which indicates that from January to August 2009 only, 52 protests were encountered in the country to due service delivery to the communities by Municipalities which cost the country billions of rand to fix the damaged properties during the protest and affected the country's economy.

Using Emalahleni Local Municipality case study within Nkangala district municipality in Mpumalanga Province, the research aim to measure the influence of change management process on work related attitudes of the Municipal employees. The assessment is on organisational change management using Lewin's change management model to analyse determinants such as attitudes, work performance, trust of management by employees and employee's morale after the implementation of change as amongst factors that prevails in support of change management programmes.

1.3 Research Objectives

The main research objective will be to examine how change management process affects workers attitudes towards their work.

The specific research objectives are as follows:

- To determine the relationship between organisational change management process and job performance.
- To establish the impact of organisational change management process on trust in management.
- To determine the relationship between organisational change management process and employee morale.

The research questions for the study will attempt to provide answers to the objectives of the study. The research questions are highlighted below:

- What is the relationship between organisational change management process and job performance?
- What is the impact of organisational change management process on trust in management?
- What is the relationship between organisational change management and employee morale?

1.4 Rationale for the Study

Municipalities in the country are facing various challenges ranging from basic services backlog of water, sanitation, electricity, waste removal and roads accessibility to budget

constraints due to increasing demands from the communities for basic services. While on one hand the employees are expected to provide these services seems to be less productive and disengaged which leads to more pressure on Government to meet the society needs. Hence establishing the core source of these challenges will assist managers to find solutions tailored for Local Government. The study rationale will be to measure how processes of change are administered in Emalahleni Local Municipality and explore whether they have any effects on employee attitudes towards work, performance, trust in management and morale as such factors subsequently affects the performance of the municipality on delivery the above mentioned services.

1.5 Ethical Considerations

Approval will be required from the Municipal Authority to conduct the study at Emalahleni Local Municipality with the Municipal employees as participants. The questionnaire will include the disclaimer indicating that participant's anonymity shall be protected, and the questionnaire shall be handled confidentially. Participants shall further be assured that the participation on the study is voluntary and participants can withdraw from participation if they wish to do so. The Municipality will be assured that the study will not be published without their approval and the study is for academic purposes only. The research study will comply with the requirements from the North West University and has undergone all ethical processes as required by the University.

1.6 Research Methodology Approach

The study will use quantitative approach. Quantitative research was defined as a typical research approach which involves gathering of numerical data, while regarding the connection of research and theory as empirical, generally preferring a natural science approach and assumes social reality on objectivist conception (Bryman & Bell, 2015). Quantitative research therefore will be more appropriate for this study given that the objective is to advance a deeper understanding of change management in a particular organisation namely, Emalahleni local municipality. The questionnaires from previous studies have been adopted with amendments and additions to ensure the research question is fully covered. A minimum of 150 questionnaires will be circulated to the identified workers of the Municipality.

Table 1. 1: Profile of Respondents

Respondents	Quantity
Top management (Head of Departments)	10
Middle management (Operations Managers)	20
Team Supervisors	45
Artisans	35
General Workers	40

The table above reflects the targeted participants for the study as they are deemed relevant for the study as the implementers of changes in Municipalities are those at lower level hence 80% of the targeted participants are junior employees.

1.7 The Research Instrument

Quantitative approach will be used for the study as it focuses on gathering numerical data and analyzing the data across groupings of individuals or to describe a specific occurrence which is relevant for this research type (Babbie, 2010). Questionnaires will be used as the research instrument as it is easier and faster to use than to interview a lot of people. Closed questionnaires will be used to gather data for the study. The questionnaires shall be circulated amongst all the selected employees for them to complete. The questionnaire will use the Likert scale to extract employees' responses for achievement of study objectives.

1.8 Data Collection

Data will be collected through closed questionnaire to 150 participants. Once questionnaires have been completed, the forms shall be collected manually from Emalahleni Local Municipality by the researcher and verified whether the information is filled correctly and in full. The data then will be manually captured onto SPSS in preparation for data cleaning and coding. Thereafter, it will be analyzed per section in preparation for report writing.

1.9 Data Analysis and Interpretation

The researcher shall make use of the University SPSS data analysis software for analyzing the coded data. The software will be used to facilitate data interpretation to answer the research objectives, to generate findings and subsequent recommendations thereof. Cronbach alpha coefficients shall be utilized to evaluate the measuring instrument's reliability for all variables. Correlation coefficient analysis shall be utilised to measure the strength of variables relationship. The study objectives will be to investigate whether the relationship exist between change management process and job performance, trust in management and employee morale hence correlation coefficient is critical in responding to the research question. Descriptive statistics will be used to measure central tendency by way of mean and standard deviation with frequency tables measuring the participant's responses in line with their biographic information. Lastly Anova test will be utilized to measure if there is a significant difference in participant's answers based on other independent variables.

1.10 The Scope of the Study / limitations

The primary limitation on the study is that it is focused in one municipality and therefore its findings cannot be generalized to other municipalities. Furthermore the study will be conducted using a quantitative approach and some of the findings that could be extracted using the qualitative approach might not be well covered in this study. Other methodological limitations includes the following:

The researcher encountered the following limitations;

- Limitations on language barrier as the questionnaires shall be prepared in English and some of the participants might struggle to understand the questionnaire.
- Time to conduct the research is limited due to a set deadline for submission by the University which creates limits for the researcher to include more participants.
- The research scope of discussions, findings and conclusions are limited to time and conditions that were prevailing during the time of the study at Emalahleni Local Municipality and thus should be considered in that respect.

1.11 Summary

This chapter discussed the underlying challenges related to change management in Local Government, objectives and research question that will be addressed were discussed together with the aspect of methodological process to be applied in this study. There are various sources in the literature that have reported the occurrence of little efficiency, lack of enthusiasm of the employees and lack of monitoring were raised in a number of municipalities across the country as the contributing factor to poor service delivery. The report further indicates that the employees' morale is affected by poor cooperation, weak communication and weak relations between management and organised labour caused by lack of trust between both parties which led to weaker connection of management and employees in many municipalities. Hence this study is more relevant to find solutions to the challenges as stated above.

1.12 Chapter outline

CHAPTER ONE comprises the introductory chapter of the whole study. The chapter will serve to put the research into context by providing a detailed information of the research with clear definition of problem statement. It will also give the objectives, approach, research questions and study rationale together with study limitations.

CHAPTER TWO which is the following one shall be the literature review. It will discuss and analyse the theoretical perspectives governing operational change in public sector as well as various change management model applicable in the public sector. The chapter will also deal with several aspects of change management processes including the drawbacks of the attitude of managers and workers and their impact on the outcome.

CHAPTER THREE will constitute the research design and methodology. The chapter will discuss chosen research paradigm and approach will be expounded and the reason for the selection of each paradigm and approach will be explain. The chapter will also state the sample and the sample size selected for the study. Besides this, the chapter

will explain the research instrument, validity and reliability, ethical considerations and study limitations.

CHAPTER FOUR will cover data presentation and data analysis collected on the field. Tables, figures plus graphs may be used for data presentation. Statistical tables of mean, median, mode and frequencies will also be used. Analysis will be done with the use of the literature review.

CHAPTER FIVE will conclude the study and offer recommendations based on the conclusions and research findings. The discussions of main findings will be done preceding conclusions. After recommendations the chapter will include further areas of study for future researches. The chapter will close with a conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of literature review is to evaluate how change management process affects employees' attitudes towards their work. It looks at the change management process, and how its aspects impact on the attitudes of management and employees in an organisation. It begins by looking at the accepted definitions of 'change management', the theories underpinning the subject, and reviews literature related to global and local perspectives on the subject. Special emphasis is placed on public sector change management and how it affects public sector workers' attitudes towards their work. The review also looks at the barriers experienced by municipalities on execution of change management processes and how these can be overcome; borrowing viewpoints and solutions from contemporary change management thinking and practice around the world.

Change is believed to be unavoidable in our modern lives. Ground-breaking change becomes more and more important if not an imperative above all for organisations projecting to attain positive outcomes on a long-term basis. Therefore, managers/executives are becoming more concerned about the noticeable and successful methodologies to use to implement organisational changes that are efficient and workable with minimal negative alterations to the existing structures. Change is not limited to certain organisations or institutions whether their work emphasis is on public or private sector. While all organisations are subject to change, some others are more concerned of implementing adequate measures that strengthen the working relationship leading to positive outcomes. Among the institutions that require deep change are public services especially those that deal with community services like municipalities. Given the recurrent challenges faced by these institutions and due to their 'operative, demanding, dynamic and complex environments', local government is pointed out as fitting change in many ways (Govender, 2016).

However, one of the key issues that should be emphasised in the change management processes as in the case of South Africa and other developing nations is to consider the improvement of the capacity of the public workers. The more managers and staff members that deal with the flux demands of the communities are well-capacitated in terms of management of human resource and other aspects, the more effective service will be offered to their clients. Also, they are likely to be less misbehaving in applying work-related principles that encourage better behavioural traits in the working environment.

Change management is defined as processes that is involved in renewing continuously the way a company is led, structures and handle its aptitudes in order to attend to the needs of its clients (Moran & Brightman, 2001). While Burnes (2014) defines change as something that sticks in our daily life strategically and operationally which organisations need to consider to bring about change where it requires to secure the future of the organisation. Booyesen (2007) and Nkomo & Kriek (2011) present change management as a process that consists in slightly changing the organisation strategy to improve the way forward about the planned outcomes be reached with success using appropriate methods and procedures. Prosci (2012) postulates that change management is an empowering structure for handling the social aspects of change. Therefore, it can be noted that Change management can be classified as a precise examination of practical fundamentals involving organisation measures together with tools regulating reasons for change together with the proposition that measures the determination for things to change completely as change is entrenched to begin with people (Queensland Government, 2014).

Organizational change management reflects the complete organization and requirements for change, whereas change management might be used only to consider the impact on employees that such organizational change affects. It considers various disciplines, within the organisation for enhancement of business operations while Moran & Brightman, (2001) defines it as a process that is involved in renewing continuously the

way a company is led, structured and handles its aptitudes in order to attend to the needs of its clients. Change management as a recognised discipline has been in existence for over half a century (Ashkenas, 2013), and has become a recurring theme for examination by academicians, consultants and practitioners (Ndahiro, 2015). Business is rapidly evolving and on daily basis, improved technologies and developments provide prospects to flourish or to fail and enduring in this atmosphere means learning to speedily adjust to and embrace change, unlike attempting to resist it (Williams, 2017). These rapid environmental changes characterised by heightened competitive forces, constantly changing stakeholder and customer expectations, and an increased knowledge-based workforce have become the general operating circumstances for organisations. Change is forthwith an ever so-present part of organizational life (Burnes, 2004), and firms experience a key changes nearly once every three years, and smaller ones are happening frequently (Nicolaidis & Katsaros, 2007).

It is against this background that in order to remain efficient; firms needs to continually increase their performance by ensuring reduction of costs, improving quality, and distinguishing their products and services through the use of their human capital to achieve their operational goals as well as to gain sustained competitive advantages (Ndahiro, 2015). Organizational changes introduces new forms of actions, beliefs and attitudes in response to challenges and chances that appears from the internal and the external environment (Nicolaidis & Katsaros, 2007). The need for spontaneous modification to peripheral circumstances has set increase to the idea of 'striving organizations', with the ability to embrace constant adaptation to external environmental changes (Griffin, 2006). Many organisations are presently experiencing some elements of change with many of the change guided by the needs for organisations to align themselves in the aspect of changing competitive environments (Balogun, 2001).

Every organization that aims to sustain or be successful in today's environment has to manage change properly by adopting effective change management practices (Agarwal & Khan, 2017). To keep pace, organisations often implements change initiatives such

as re-engineering, mergers, acquisitions, and management of quality to decrease operating costs, enhance organisational performance, and to improve productivity (Mosadeghrad, 2014). Sizeable investments have been devoted to change tools, employee training, and books; but research studies show that between 60-70% of change projects do not succeed coming from as far as 1970's (Ashkenas, 2013). Many organisations experienced challenges to implement organisational changes effectively and major challenges for organisational change implementation programmes are caused by inadequate training and capacity of employees in terms of skills, lack of support from management, poor leadership, inappropriate organisational culture, scarce resources, and lack of communication, poor monitoring and measurement system (Mosadeghrad, 2014). Change management does not distinguish between the private and public sectors. However, most studies on change management tend to concentrate on the non-public sector and to originate their methods to change from private sector (Coram & Burnes, 2001).

While many researchers draw parallels between private and public sector change management needs, some believe it to be more challenging in the public sector (Edge, 2005). Operationally, the public sector now requires contemporary ways of improving service delivery; more so in South Africa where service delivery is a problem and solutions are needed to tackle issues that affect administrative and other problems (Gau, 2011). While some scholars have argued that change management strategies and tactics are the same across the public and private sectors due to similarities in overarching principles, firms must also consider the organisation culture, unions, employee mind-set and the capacity of the executives to initiate changes (Coram & Burnes, 2001). Coram & Burnes (2001) further argue that there isn't one approach to achieve organisational change but that public sector organisations must adapt an approach to change which aligns to their needs and situation. Within the available public sector change management literature, a bigger focus has been given to government structural changes (Schmidt, 2017).

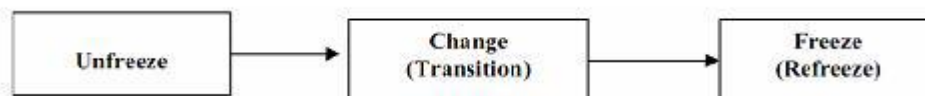
2.2 Review of Change Management Model

The model that is more applicable to the study will be a model that deals with attitudes of individuals towards change in an organisation. An attitude can be described as person's beliefs, emotional state and social trends towards significant objects, groups, occasions or symbols (McLeod, 2014). According to McLeod (2014) assumes that the relation amongst the attitudes and behaviour is consistent as an individual's attitudes will influence the behaviour towards that specific matter. Kurt Lewin three step change management model is found to be more relevant to this study as it is based on resolving social behavioral conflict on employees which is operational matters of change management in an organisation (Sarayreh, Khudair & Barakat, 2013). Below is the discussion of change management model by Kurt Lewin in details:

2.2.1 Kurt Lewin's change management model

Kurt Lewin believed that planned change was the most effective way of resolving conflicts and that learning was central to planned change. Through learning Lewin believed that the employee perceptions can be reshaped so that they could understand their environment. Lewin's believed that the planned change consisted of group dynamics, field theory, action research and the 3 step model which was all considered as essential elements of the planned change. However researchers now consider these elements as separate (Sarayreh, Khudair & Barakat, 2013). The 3- Step model will be analysed for this research. The model comprised of 3 stages; unfreeze, change and freeze.

Figure 2. 1: Kurt Lewin's 3-Step model of change



Source: www.strategies-for-managing-change.com

Figure no. 1 Kurt Lewin Model of Change

Step 1; Unfreeze

The model is on assumptions that the human behaviour was based on stationery equilibrium and that this behaviour had to be destabilized before any change can be done. This destabilization is what he termed 'unfreezing'. The view was that old behaviours had to be replaced by new ones (Sarayreh, Khudair & Barakat, 2013). Lewin stated that it was not easy and there was not a single universal method to do this. It was also acknowledged that unfreezing could result in emotional problems for those involved in the process. Resistance and group conformity were also other problems that could be encountered. However Lewin believed that all this was necessary to bring about the required change.

Step 2; moving (transition)

According to Lewin unfreezing creates a vacuum that has to be filled by learning. He stated that unfreezing actually motivates learning but a direction of the learning has to be provided. The transitional stage can be accelerated through persuasion of employees of the impending future benefits, working together with them, encouraging them or through leadership support for the change (Sarayreh, Khudair & Barakat, 2013). Lewin thus advocated for learning based on action- research. This he noted would be crucial to bring about the desired new behaviours.

Step 3; Refreezing

The third step seeks to reinforce new behaviours. Lewin noted that refreezing is done to stabilize new behaviours and to prevent regression from such behaviours. This stage involves the institutionalizing of the new behaviours so that they become the values and traditions. The change would be short lived if the refreezing stage is overlooked (Addy, 2007). Lewin also went further to highlight that it is imperative that there be a supportive environment for the learner so that the environment and the required behaviours will be in sync.

Lewin viewed change as a collective activity rather than being individualistic. Thus he highlighted the necessity of changing group norms and behaviours as crucial for changing individual behaviours (Muchinsky, 2000). Refreezing in an organisational context will thus involve changing the organisational culture, policies, practices and norms.

2.3.3 Strengths & Weaknesses of Change Management Model of Kurt Lewin

Lewin planned model has however attracted criticism in the recent past, the main one being that his theory suggests that organizations function in an unchanging conditions, it was only appropriate for minor change projects, did not consider organizational authority and political environment and lastly was top-down and management-driven (Burnes, 2004). The model has its own defenders, with Morrison (2014) arguing that the Lewin's theory is still applicable currently as it was when it was initially developed. According to Morrison (2014), critics misunderstand the model and its intent, and using Lewin stages gives people a structure to put an effort on change, and that freezing is actually a necessary step if people are not to regress once the change process is complete.

2.3 Operational change management

According to Terrell (2015), change initiatives are categorized in two categories: strategic change and operational change. While a focus of the study is on operational change management strategic change is described as initiatives which considers changes in the culture, vision or the business mission or organisation, and tends to view organizational change management events as an important part of the project; and affect the organization itself and the way workers think about the organization (Terrell, 2015). Operational change initiatives include employees' ways of workings, and central to systems changes, procedures, and can be viewed as a strategic change if such changes results in changing the mission or ways in which the organisation runs (Terrell, 2015). These changes are regularly positive actions to adjust to industry changes or to enhance procedures for modest benefit (Kokemuller, 2018). The operational change management is mostly in a smaller scope than strategic changes and changes can mostly influence all employees in an organisation or focused on divisions or departments within the organization with the process usually led internally by executives or heads of departments (Kokemuller, 2018).

The operational side of an organisation, from a local municipality perspective includes its core activities which are service delivery, logistics, financial management,

information technology and social services. Operations pertain to the execution of everyday businesses. For a local municipality these constitute service delivery operations, attending to consumer queries, efforts at improving efficiency and determination of tariffs. Continuous improvement is necessary for municipalities to deliver quality services to the consumers constantly. Failure to deliver on the operational side will mean that the strategic goals of the municipalities will be rendered unattainable when strategic goals are long-term, usually more than 5 years. It is critical for leaders to recognize and differentiate between the strategic and operational side of an organisations performance and how they complement each other to drive an organisation to success. The challenges faced by most organisations is that at times, there is no demarcation between what constitutes operational and strategic aspects of the organisation. An attempt to focus on one side of change will be detrimental for an organisation's success. There is thus a need to balance aspects of both changes so that the organisation remains effective and sustainable. To manage both strategic and operational change thus requires a disciplined approach to change management.

2.3 The effects of operational change on employees

Operational change is inevitable in any organisation (Terrel, 2015). Employees will thus react differently from an emotional perspective depending on their emotional predisposition and levels of adaptability. Levels of resistance will differ with each individual based on their willingness to accept the change. Kubler-Ross (2009) Grieving Cycle can be used to show the stages of the individual responses to change.

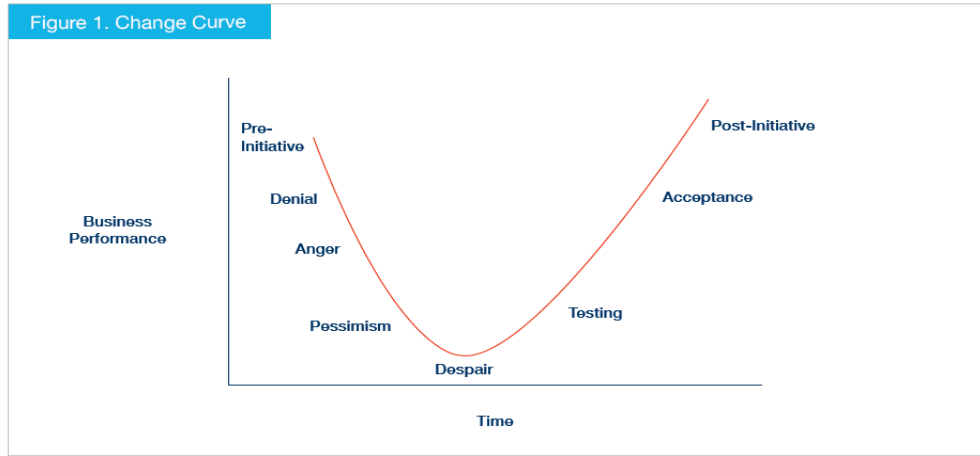


Figure 2. 2: Kubler-Ross (2009) Grieving Cycle

Source: Association of Accountants and Financial Professionals in Business (2015)

The curve above shows the emotional response of an employee to change given adequate time. The more emotionally depressed the employee the lower the business performance hence the deep in the curve which eventually rises over time as the employee gradually accepts the change. For successful considerations of change, the performance levels of the employee must exceed the levels it was before the change program as shown in the curve above (Kubler- Ross, 2009). The Grieving Cycle includes six stages which are discussed below as follows:

- Stage 1 PRE-INITIATIVE: This is the stage before the introduction of the change. The emotional state of the employee at this stage depends on the cultural context of the organisation (Kubler- Ross, 2009). At this stage an assessment of the organisation’s culture is done to gauge the level of resistance that may emerge.
- Stage 2 DENIAL: Denial will be encountered in the second phase. The employees will express a lack of belief in the relative worth of the new system and will anticipate that it will fail. Consequently their performance levels will drop slightly (Barth & Bean, 2012).

- Stage 3 ANGER, PESSIMISM AND DESPAIR: At this stage the employees will shift from a denial stage and face the reality that change is going to happen. They will likely respond with anger and pessimism. They are irritated with the change and their performance levels drop even lower than the denial stage. As the change program continues they will experience despair in fear of losing their jobs and this constitutes the lowest level of drop for the curve. According to Kubler-Ross (2009) employees are likely to respond in one of the three ways at this stage (1) they will quit (2) they will get on board and (3) they may need to be relieved of their duties. The aspect of relieving employees of their duties is a tough decision but one that may have to be made business wise which is not commonly found in Municipal environment.
- Stage 4 TESTING: Testing is crucial to find out the effectiveness of a change program and any improvements. Employees will be given the chance to work in the new environment and this is when testing will be done to note any improvements on their jobs (Kubler- Ross, 2009). Negative emotions will disappear if the experience is positive for them however the experience can produce negative results. Negative results can be caused by poorly designed training methods, poor testers or other factors. If the negative emotions develop the employees' performances can drop further down. As such all efforts must be directed towards designing a program that will succeed.
- Stage 5 ACCEPTANCE: This is the phase towards the end of the program and it is associated with employees' acceptance of the change program. Performance levels will likely reach the same level as it was before the training program started (Barth & Bean, 2012). Employees will face the new jobs with renewed hope and confidence that they would not lose their jobs. The initiative should meet the deadline because if it fails to do so there is a possibility that the employees' performances will slide further downwards.
- Stage 6 POST-INITIATIVE SUCCESS: At the stage the performance of the employees is expected to be higher than it was before the start of the program. If the employees are still struggling then the program was a failure and more still needs to be done to improve it. Adequate steps will have been taken in order to

make employees understand their new roles. They should not create workarounds the new system but should adopt the new methods, workarounds are usually inefficient and a waste of resources (Kubler- Ross, 2009).

2.4 Change management process on Job performance

Hose (2017) describes job performance as the way employees perform their duties assigned to them. Job performance relates to how individuals perform in their job duties and good employee performance is an important factor on achievement of set goals and objectives of the organisation and as such, managers needs to consider the factors that impacts employees' performance and take them into considerations when making organisational changes (Wanza & Nkuraru, 2016). A study by Ndahiro (2015) has revealed that a strong synergy exist between organisational culture and employee productivity and organisational culture creates momentum that encourages employees to work together as a unit towards realizing organisational vision thereby enhancing their overall performance. Therefore, managing change is important to ensure that employee motivation does not impair their performance negatively. Effective communication is one of the critical factors to consider towards positive change management in any organisation.

Organisational leadership should be conscious of their management of change processes on employees' performance. Impactful leadership styles are highly likely to increase employee motivation, motivating them to surpass anticipated outcomes. Therefore, a change initiative that is result driven is capable of increasing employees' levels of performance. Omar, Mohammed, Abdullah & Nura (2013) found that correlation exist between change management process and job performance. It can be constructive or destructive depending on the process adopted to implement such changes.

A study carried out by Wanza & Nkuraru (2016) to examine the relationship between change management and job performance at a Kenyan municipality revealed that structural changes and organizational leadership impacts on employees' performance

positively. The key findings of Wanza & Nkuraru's (2016) study was that a positive correlation between structural change and employee performance do exist. In other words change management enhanced employee performance. The study also revealed that changes in technology increased employee performance and the explanation given for this is that employees were much more inclined towards accepting technological changes because they made their jobs simpler and more effective. Another notable finding from Wanza & Nkuraru's (2016) study was that the influence of culture also in the increasing the employees performance should also be acknowledged. The study revealed that a strong culture creates momentum for teamwork and consequently increases in performance. Wanza & Nkuraru (2016) concluded that changes in structure, leadership, technology and culture positively influenced employee performance. The study indicates useful insights into the effect of change on employee performance and was useful for informing the study as was carried out in an African context. However the differences in culture between Kenya and South Africa warrant a research on its own within the South African culture in order to approve or disprove the results.

Rieley & Clarkson (2010) did a study on impact of change on performance. Rieley & Clarkson (2010) discovered that contemporary organisations are faced with the impending need to improve performance and that has constituted the biggest challenge facing organisations. Thus their study found out that an analysis of the interplay of the dynamics within the organisation are crucial for change management to induce increased performance. The study found out that in order for the organisation to address these interrelated dynamics it needs to map out the relationship between the nature of the work the employees do and the way they perform it; their level of understanding of organisational principles and values; understanding that structure is a major influence of behaviour; and planning by objectives. The study by Rieley & Clarkson (2010) noted that understanding the relatedness of these dynamics were pertinent for organisations to get the best out of employees during change. The study was useful in that it acknowledges the influence of the organisational dynamics on employee performance, something which most studies have not been able to do. The

change process interferes with employees work routine, provides mental and emotional instability, and depresses on productivity (Stringer, 2007). The mental and emotional instability brought about by organisational change have implications on employee job performance since employees' work-related happiness is negatively impacted (Muia, 2015). This is confirmed by the study done by Fong (2011) which revealed that to keep employee performance high during the change process, variables such as quality of leadership, employee development, employee tolerance to change, quality of communication, and procedural justice are critical to successful change. Employee attitudes and their performance is also affected by how well the change programme is communicated to them. Bradshaw (2016), argues that discussion on the application of change strategies warrants dedication and importance for employees, and change success can be realized by leaders by developing a strongly held set of corporate values that offer an organisation with intentions that motivates employees.

Knapp (2011) mentioned some factors that can help keep the job performance at a good pace during the organisational change which are discussed below. This already is a high stress scenario and the best thing an organisation undergoing change can do is to keep their employees in good shape during the change process. Below are some of the things the employer can do during this time:

- Trust your staff: they already know what is happening most of the times and some are keen to work with the process at hand. They have to feel valued at this time and this will reduce the level of stress that can be felt during the change processes.
- Communicate clearly with all staff: there isn't supposed to be any ambiguity when dealing with employees at this time. Everyone on board has to have the communicated details ready on hand with them so that they don't remain in the shadow.
- Self-assessment of the organisation: the organisation has to undergo a type of assessment so as to see where it is in the current change process.

- Line manager awareness: the line managers have to be aware of the current situation so that they are able to identify and deal with the individuals under stress.
- Emotional resilience: Organisation must help build the wellness of the employees especially those that have jobs under risk in the change protocol.
- Provide sufficient time: since the organisation is dealing with individuals not machines, the time factor is important as some of the changes have to stick in and this sometimes may take time, therefore patience must be exercised.

2.5 Change management process and trust in management

Trust in management is a process by which individuals becomes trustworthy for other individuals. This is a very important concept in change management because it build confidence in the changes being implemented by the management. Change is inevitable and unavoidable by any organisation. It is of paramount importance to explore how organisational change affects relations amongst organisational leaders. For change management processes to add value in any organisation, leaders need to know the motives informing change in their organisations and communicate them clearly to the rest of organisational leaders. This is important for maintaining a positive organisational culture that deepens respect and trust among other attributes. The converse is detrimental. When change is conceptualized and initiated without communicating effectively among other levels of organisational leadership, weakens the relational fabric in the organisation, creating an environment of mistrust to breed and fester if not addressed. According to Noble (2014) change management process involves establishment of new systems, procedures and may also include re-organizing roles which might affect other cadres negatively and if not properly managed, it may lead to negative attitudes amongst leaders in management level.

Ahmad (2017) on a study on effect of trust in management on the success of change management in Malaysian municipalities. According to Ahmad (2017) change in an organisation takes place when an organisation is in a period of transition from one state to another with the ultimate objective being to increase its effectiveness. Ahmad (2017)

acknowledge the presence of some form of resistance and cost in every change program but however stated that the objective of those in charge of the change program should be to keep these at the greatest minimum level possible. The study focussed on measuring the success of organisational change management among several constructs in Malaysian municipalities an area where there had been limited research. Ahmad (2017) endeavored to accomplish two objectives namely; finding out the employee's attitude towards change management and; factors influencing the readiness of employees to accept change. The study found out that change does not take place in isolation, it was largely structured, thorough and it had far reaching implications on people; both teams and individuals within an organisation. In addition to that the research by Ahmad (2017) investigated the influence of change management on employees had consequences on three factors; trust in the management, communication and employee commitment to the organisation. The study revealed that well-structured change management made employees to have more trust in the management. Communication between employees and management during the change process was also found to be positive. Increased commitment by employees was also exhibited through their willingness to speak positively about their organisation to outsiders. The study by Ahmad et al (2017) advocated for the need for adequate change planning as it is positively aligned to a successful implementation of change programs in Malaysian local authorities.

Hasle & Pejtersen's (2011) study endeavored to analyse trust relations in change management at Danish firms. Their study investigated the dynamics of trust on two organisations undergoing transformation changes at around the same period. The study proved that the transformational change created uncertainty in employees and put the management under great scrutiny and the end result was that there was a lack of trust in management. The employees also had tendencies to exaggerate management actions due to the high levels of uncertainty caused by the transformational change. The study showed that management also reciprocated with negative interpretations of the employee relations signifying a breakdown in trust relations between the two parties. Thus Hasle & Pejtersen (2011) proposed a framework on how trust can be repaired by

management in cases where it has been broken. The model could also be used for analysis purposes on the relationship between trust and change. Hasle & Pejtersen study is backed by the study by Morgan & Zeffane (2003) which indicated that constant consultation between supervisors and employees on change initiatives by the organisations increase the trust confidence level on the employees who are the implementers of change. It creates a cohesion in the workplace and provides for an easy acceptance of change and willingness to effect such changes by employees.

The research on the impact of change management on trust done by Lines, Selart & Espedal (2005) whereby their study investigated the relationships between organizational change and trust in management. Their study investigated the relationships between organizational change and trust in management. Lines, Selart and Espedal (2005) just like Hasle & Pejtersen (2011) asserted that change management was a period which put the levels of trust between management and employees to test. According to them it was a crucial episode in which either trust in management could either be produced or destroyed altogether. Lines, Selart and Espedal (2005) stated that the issue of trust in management may best be indicated from a psychological perspective and that change can arouse trust issues within organisational members to the extent that they reevaluate the levels of trust they have in the management. Their study noted that trust depended on the magnitude and direction of change. The study differentiated trust based on the outcomes of change and trust based on how the change process was done. The empirical results showed that using referential accounts to justify change caused emotional stress and had negative consequences on trust in the management after the change. On one hand the outcomes of their study showed that using participation and ideological accounts during the change had positive effects on trust in the management after the change. Lines, Selart and Espedal's (2005) study find out that the building on trust during change was also influenced by the time allocated for the implementation of the change.

Stanford (2017) outlines the importance of trust in organisational change. The managers and the change initiators must create strong bonds and relationships with the workforce especially those that are dealing with the change. This is done by spreading

the information on the change process itself. Building trust eventually results in four conditions that truly describe an organization changing at determined probable:

- Condition 1. Trust is apparent everywhere. Employees have a great degree of trust for the managers and are not afraid to face the risks as they are aware of them due to the fact that some of the change duties are delegated to them.
- Condition 2. Alignment is realized. Employees are associated with the organisational attempt to initiate change and there are cascading targets for every level keep the workforce focused.
- Condition 3. Processes support people. The organisation is working well with the change just like a newly serviced machine. The issue of growth is finalized thorough out the organisation. Finally, the organisation concentrates on empowering the leaders.
- Condition 4. Clarity creates cohesion. The organisation would have had success on how success feels like and there are a number of rewards and motivators set in place upon completion.

2.6 Change management process and employee morale

High employee morale is important to an organisation. Scholars split the element of morale into two components of which the first is about feeling valued by the organisation as can be expressed by the support an individual receives from the organisation for what the individual is doing which has been shown to improve mood (Hardy, 2016). The other component to morale involves the individual's perception of having value to the organisation especially as regards the fact whether they think they are doing useful work that contributes to the overall objective of the organisation, an element that has been shown to improve productivity and performance (Hardy, 2016). According to El-Farra & Badawi (2012) the morale of many public-sector employees is adversely affected when change initiatives are implemented without proper communication to workers and the impact of such change on their life. One of the effects of such lack of communication is mistrust of management intentions when implementing changes. Yang (2009) argues that employees' work morale is hard to untangle and it is very unsettling, highly active and complex to multilevel factors not only of employees'

changes, but also of jobs and workplace differences. His study establish that teamwork is important to managerial work morale, and the increasing intent to reduce organizational hierarchy may ultimately hurt managers' pride in working for their employers.

Mekgoe (2008) on a study on the relationship between strategic change and employee morale. Mekgoe (2008) stressed the inevitability of strategic change in any organisation and therefore highlighted the need for organisations to expect change. She indicated that the nature of global competition has necessitated the need for organisations to adapt for survival. Of note in her study was also the inevitability of resistance to change especially in situations where organisations carry out structural changes. Changes like downsizing were discovered to have effects on employee morale, commitment and performance. Mekgoe's (2008) study found out that South Africa faced unique challenges that consideration needed to be taken when instituting change in organisations and these include; a high unemployment rate, the likelihood of collective job actions from employees as a form of resistance to change, political transformations currently taking place, the threat of global competition and an emerging economy with free markets.

Mekgoe's (2008) study highlighted that the issue of strategic change within an emerging economy like South Africa was one which was scarcely researched and it was an area which was still devoid of comprehensive literature. Thus there was a gap in knowledge in that area as most change strategies were based on Western environments. The study aim was to determine the impact of change on employee morale, commitment and performance at a South African telecommunication organisation. Mekgoe (2008) sought to find out whether there were negative effects of downsizing in South Africa and also to recommend ways by which strategic change can be successfully implemented in a South African organisation. The empirical study used a questionnaire to establish the effects of downsizing on employee morale, commitment and performance. The questionnaire design was done based on extensive literature review for the purposes of ensuring validity and reliability.

Zondi & Mutambara (2016) study investigated the impact of organisational change on employee morale and performance at a South African pharmaceutical company. Zondi & Mutambara (2016) acknowledged the existence of numerous literature and empirical studies on organisational change in private sector organisations. The study aimed to find out how organisational change impacted on employee performance and morale. The changes that were scheduled to take place at the organisation included structural, behavioural and turnaround strategies. These strategies among others included a change in culture, sales increases strategy and restructuring of departments. The study's findings indicated that these changes caused significant decreases in employee morale. This decline in morale was attributed to lack of employee involvement and participation in the planning of change, low job security, role ambiguity and confusion among employees concerning what constituted the desired behaviours. On the other hand the study revealed that performance remained unaffected and employees stated that they are still making efforts to adjust to the new changes. Zondi & Mutambara (2016) study recommended that the management in future should allow for employees to participate in planning for any changes that will be done since the change affected the career progression of the employees.

The morale of the employees has to be kept in line during the organisation change process. Even during this time work has to carry on effectively. There are six points to consider as stated by Benjamin (2013) and there are as follows:

- Communication: there must be constant communication with the employees and the organisation must allow them to come up with questions and concerns about this whole issue. When they have clarity, they can perform better.
- Uniting the employees: during the change process, some of the changes can bring about some divisions' amongst the employees. This has to be under constant check and the managers must have a mind to resolve and unite the employees during the time of change.

- Fair treatment and respect: this is a very critical factor of morale. If respect and fair treatment is abundant during the time of the change process, the workers feel a lot safe and remain motivated low morale leads to low productivity.
- Appreciation for worker effort: some of the change procedures that take place are very hard for the employee therefore showing appreciation for the effort made goes a long way as far as morale is concerned.
- Personal meetings: meeting employees and asking them about the change happening is a good thing. Some employees can be motivated totally by these one -on-one meeting.

2.7 Factors impeding sustainable change management processes and work-related attitudes of employees in municipalities in South Africa

The sustainability of change management processes is part of the strategy that managers use to initiate specific goals to attain its objectives. Other researchers on change management processes suggest that there are number of arrangements, techniques and organisations that need to take place for change to happen. Negative work-related attitude of workers is also one of the factors that contribute to failures in implementing change management process. As indicated by Mazibuko (2012) the work-related attitudes in municipalities in the South African situation recognized different motivations including the ‘destructive perceptions of executives or customer observations connected to service delivery challenges in global public-service environment’.

The sustainability of change management process in Municipality is dependent on longevity of Municipal leadership tasked with implementing changes as high management employees turn over will make any change initiatives unsustainable which lead to failure. The resistance to change by employees is also likely to impact on the organisation’s results requiring that there is improvement in the manner to communicate to resolve the fighting behaviours. Other motivations pertaining to attitudes must also be considered from the perceptions of workers in public service. Politics can also impedes successful change management initiatives if there was no proper consultation done to

political leadership and ensuring buy-in from political leadership as they play a critical role in the Municipal environment. Lack of communication and sufficient consultation particularly on those employees affected by changes has a potential to hinder implementation of change management process. Municipal environment is highly unionised therefore caution must be taken by implementers of change to ensure sufficient consultation is done to avoid dispute which in the end may derail the implementation of change.

Again, matters pertaining to work environment, salaries, the employee's attitudes towards the organisation and monitoring at work and the employee's health and age are critical matters to contemplate. It is important to look at these aspects because they have instantaneous and substantial outcome on employees in the organization. These aspects may motivate employees to develop attitude problems as well as job frustration. On one hand, employees have always adversely considered change in many cases because of more work pressure and stress related with the change process (Self & Schraeder, 2009). On the other, research insists that workforces are as well worried about the degree of change in the way it affects their work (Bartnek, 2006). As a consequence, managers are required to understand that scheduling and the whole process of change has always played a crucial role due to the fact that change remains one of the main concerns. Preparedness, consultation of projected change with workers, timing and effective implementation of the planned change are important aspects to consider if we want change to work effectively.

2.8 Summary

Change is certain and a part of contemporary organisational life. Although there are models that assist change managers in the change management process, there are no simple formulae to manage the process. One method that works in one situation will not work in another which means organisational change should be sensitive to the context in which it occurs. Because change affects the lives of people, it should be executed in a sensitive manner, taking into consideration that the change management process is

disruptive and unsettling, and will in most cases affect employee morale, trust and performance. The speed at which change is happening in organisations requires effective change management to improve implementation outcomes. From this review, we have discovered that managers should cultivate the right working conditions to the possibility of better worker attitudes and reduce strife. Management tools exist to improve worker-manager relationships in organisations that are undergoing change, and change managers should set the right conditions to ensure that negative change process outcomes are minimised. These matters are applicable to both the private and public enterprises like Emalahleni Local Municipality. A recurring theme from the review is that high-performing government organisations should resemble well-run private entities to reduce all the barriers that persist in public organisations. Successful change and sustained organisational performance in public organisations in particular requires the identification of solutions to obstacles of positive change.

Chapter three presents a research design and methodology that was used to acquire requisite data to achieve the objective of the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter of research design and methodology aims to define measures to be taken to study a research problem and the reason for implementation of certain procedures or techniques used to categorize, select, and assess information applied to considering the problem, it will also discuss the validity and reliability of measuring instruments and outline data analysis procedures to be followed. There are three various research methodology that can be used for this study which are qualitative, quantitative and mixed design approach. For the purpose of this study a quantitative research approach was used and is described as follows:

- **Quantitative Research** is used to measure problem by way of numerical data generated from participants or such information converted into workable data. Quantitative research examines attitudes, views, performances, and various variables that considers outcomes taken on a bigger sample population. It uses quantifiable data to determine facts and determine configurations in research. Quantitative data collection methods are better structured than qualitative methods which include surveys, interviews and systematic observations using the questionnaire (DeFranzo, 2011). **Quantitative research** give emphasis to impartial determinations and the statistical, or numerical examination of data gathered from polls, questionnaires, and surveys, or using pre-existing statistical data by making use of computational methods. It focusses on collecting numerical data and considering it through individuals groups or to define a specific occurrence (Babbie, 2010).

3.2 Research Methodology / Paradigm

The field of research has always been constituted by specific utilization of the type(s) of methods as explained above. It looks as well to aspects connected to whether the researcher has decided to employ one or two methodologies. There is an underlying theoretical hypothesis about the determination of what really establishes a valid research and the appropriate research methods involved in process to attain study objectives. Therefore, it is important to underline that the knowledge of assumptions/hypothesis is a key factor in conducting a research. This research applied quantitative method to measure the influence of change management process towards the work related attitudes which encompasses job performance, trust and employees morale in the workplace. As stated above by DeFranzo (2011) that quantitative methods are best at measuring the attitudes, performances and behaviour, the chosen methods was deemed more suitable for the study as it aimed at measuring similar variables. Quantitative research must, therefore, be understood as an adequate distinguishing methodology that focuses on collecting numerical data, looks at the possible relationship existing between issues of concept and exploration leading to inferential but rather selects a normal tactic and approves an objectivist conception of social reality (Bryman & Bell, 2015).

3.3 Research Design

A case study approach was chosen as a research design. This approach is used to produce thorough, complex understanding of a compound issue in its real-life context. It is an established research design that is used broadly in a wide selection of disciplines. It is also commonly used in areas where a single organisation is earmarked for the study. The approach has been found to be appropriate for research study as the study is focused on Emalahleni Local Municipality only. The advantages of using the case study it allows for the investigation and exploration of the organisation thoroughly and deeply and is more convenient where there is limited time to conduct the research. However the disadvantages of the case study is that it cannot be replicated and its findings cannot be assumed to be the same in a similar organisation and it may also

create biasness on the researcher due to participants being limited to one organisation (Willis, 2014).

3.4 Population and Sample

3.4.1 Population

Vonk (2011) suggests that the population is a crowd or huge gathering of individuals taking part of a methodical survey. Given the fact that some research needs to focus on an important size of the population to cover, it becomes a challenge for the researcher to include total population concerned or qualified for the study. One of the reasons is that covering a huge number of populations in a research is both expensive and takes a long time to access and complete the entire population. The total population was 1471 which are total employees of Emalahleni Local Municipality whereby 150 participants were identified.

3.4.2 Sample and sampling method

An activity that consists in selecting members from a given population for research purposes is known as sampling method (Ross, 2005). Research suggests there are two types of sampling methods commonly known as probability and non-probability sampling (Vosloo, 2014). The difference between the two concepts is that Probability sampling method has the opportunity to give a chance to choose from a group of participants, while in non-probability sampling method it does not give a chance to a unit or component to be selected. This means that one is able to include full targeted participants, while the other does not have that opportunity. Considering the plan of this research, non-probability sampling was the chosen sampling strategy for this research. The choice of this strategy is motivated by the fact that the samples to be included progressively does not give a fair chance to the entire staff of the Emalahleni Local Municipality to be part of the investigation. It is fundamental as well to underline that the different elements of the population that participated in the research do not have any probabilities connected to the fact that they have been selected to participate, alluding that there should not be a generalization of the findings.

Other researchers have suggested that the choice of the non-probability sampling strategy is highly motivated because of its homogeneity of the targeted population making non-probability sampling procedure becomes more convenient in the situation where it is impossible to include the whole population. In conclusion, based on various advantages and disadvantages given above the researcher opted for non-probability sampling method using the purposive (judgmental) non-probability sampling strategy. For purpose of this research, the participants in the research included the senior managers (Head of Department), Middle Management (Operations Managers), Team Supervisors Artisans and General Workers of the Emalahleni Local Municipality, which is one of the local Municipality in Nkangala District Municipality in the Mpumalanga Province. The inclusion of the top managers and the other lower staff in the investigation was important because there was a need to balance the opinions from all three categories of employees. The senior managers are believed to be the people in charge of the administration, which allows us to have a legal viewpoint on change management effect and its effect on performance of the lower staff. In many cases, change management affects the implementers of change which are predominantly supervisors, artisans and the general workers in this case. Below is the sample as constituted:

Table 3. 1: Profile of respondents:

Respondents	Quantity
Top management (Head of Departments)	10
Middle management (Operations Managers)	20
Team Supervisors	45
Artisans	35
General Workers	40
TOTAL	150

3.5 The Research Instrument

This research used a closed questionnaire as a research instrument. Questionnaires are adequate ways of collecting data from participants because they are easy to understand and complete. Unfortunately, there are advantages and disadvantages that come with using questionnaires on different levels. On the one hand, the advantages of closed questionnaires are that they do not allow the participants to evade the main focus of the questions as they only have a single choice to respond to the questionnaire and are easy to complete while the disadvantage is that the closed questionnaires do not allow participants to express their other views which they might want to freely express (DeFranzo, 2011). The 5-point Likert scale was used in the questionnaire of this study. The scale is commonly used as the most reliable scale to measure opinions, perceptions and behaviors. The answers provided on the questionnaire range from 1 – being strongly disagree to 5 – being strongly agree where participants tick on one that is mostly appropriate to them.

The researcher adopted with amendments questionnaires from various sources to measure four identified **variables** for this study for achievement of the research objectives as follows:

Change management process in the organisation, the questionnaire from Noble (2014) was adopted where it was measuring the impact of change management on job satisfaction of employees in Ghana's banking sector with **140** participants and the Cronbach alpha coefficient on the employee attitude variable of **0.72**. The sample item includes "I feel the organisational change made positive attitudes towards work". For the present study the Cronbach alpha coefficient was **0.91**.

Organisational change management process and job performance, the questionnaire from Noble (2014) was adopted and the Cronbach alpha coefficient was **0.81**. The sample item includes "Change management implementation reduces time taken to perform an activity". For the present study the Cronbach alpha coefficient was **0.95**.

Organisational change management process on trust in management, questionnaire from Morgan & Zeffare (2003) was adopted where it was measuring employee involvement, organisational change and trust in management with **19 155** participants and Cronbach alpha coefficient of **0.85** and sample item includes “There is trust between management and employees when change management processes are effected”.

Organisational change management and employee morale, questionnaire from Yang (2009) was adopted where it was measuring the longitudinal changes in white collar employee’s morale in a time of organisational restructuring with **516 out of 874** participants and Cronbach’s alpha coefficient of **0.90**. Sample item includes “The employees’ morale is improved after changes are effected”.

A **biographical section** with intentions to access information on gender, age, race, years of experience, educational level and employment level from the participants also forms part of the questionnaire.

3.6 Validity and Reliability

3.6.1 Validity

According to Heale & Twycross (2015) validity is described as a degree to which a concept is correctly determined in a quantitative study with the measure of quality of the study in quantitative being reliability. Some researchers suggest that validity in quantitative investigations involves accurate processes allowing the summation of numerical measures. Creswell (2013) for instance provides some different rationality or validity strategies among which we have: (1) inspecting the outcomes by interpreting them with the participants, (2) connecting peers in the gathering and examination of the data as well as underlining negative or discrepant information. For this study face validity was used whereby the questionnaire was examined by the study leader with vast years of experience in the field of study and statistician from the University. A pilot study was carried out at Emalahleni Local Municipality to test the research instrument which was also be used as other form of testing for validity (Muchinsky, 2000). A sample of 20 respondents took part in the pilot study. The pilot study highlighted the

need to increase more open ended questions to the questionnaire, the need to edit the wording on some of the questions to remove ambiguity and the need to add more claims to the Likert scale to increase validity of the instrument. The questionnaire was subsequently edited to consider the inputs received from the pilot study.

3.6.2 Reliability

Heale & Twycross (2015) indicated that Cronbach's alpha is commonly used to test the internal consistency of an instrument with number between 0 and 1 with acceptable reliability score that is at **0.7** and higher. In case of this research as reflected in **Table 3.3** below the Cronbach's alpha coefficients for all four variables are above **0.9** which affirms a very good reliability.

Table 3.2: Cronbach Alpha Coefficients: Reliability Statistics

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
Variable 1	0.906	0.907	5
Variable 2	0.954	0.955	10
Variable 3	0.965	0.965	11
Variable 4	0.941	0.942	8

3.7 Procedure for Data Collection

The process of distributing the questionnaires followed all official procedures including: getting consent from the participants, agreeing on other aspects that might infringe the confidentiality of the participants etc. The documents related to non-violability of the participants' privacy, questionnaires, consent forms and so forth will be found in the appendix section. A total of 150 questionnaires distributed to employees in Emalahleni Local Municipality. Questionnaires were self-distributed and received back by the researcher from the participants. For a better understanding of the questionnaires, an explanation was given on how to complete the questionnaire. Distribution of the questionnaires was in October (2017) and the collection of the questionnaires from the

participants was done during November (2017) where only 71 (49%) questionnaires were returned back by participants.

3.8 Data Analysis and Interpretation

The analysis of data collected in Emalahleni Local municipality was analysed following the steps leading to assembling, consolidating and examining to allow the identification of trends. Reference has been made as well that the use of the SPSS played an important role because of its distribution of the results in forms of graphs, tables, pie charts and bar charts from quantitative analysis perspective grouped into various themes. As a result, the themes that will emerge from the data analysis will finally be associated with the aim, objectives and the main outcomes of the study.

Cronbach alpha coefficients were utilized to evaluate reliability of measuring instrument for all variables. The Cronbach value ranges between 0 to +1 where a value close to +1 indicates an acceptable reliability (Heale & Twycross, 2015). Correlation coefficient analysis was used to examine the strength of relationship between all four variables. The correlation coefficient varies between -1 and +1 where negative figure indicates that a negative relationship exist between variables and zero figure indicates that the relationship does not exist between the variables while the positive figure towards +1 indicates the strong relationship between variables (Wright, 2002). The research objectives of this study is to establish whether the relationship exist between change management process and job performance, trust in management and employee morale hence correlation coefficient is critical in responding to the research question. Descriptive statistics was used to examine central tendency by way of mean and standard deviation with frequency tables used to evaluate participants responses in line with their biographic information. Lastly Anova test has been utilized to measure a significant differences in participant's responses based on other independent variables. The value of less than 0.05 indicates that a significant difference in participants responses based on other independent variables while above 0.05 there is no significant difference.

3.9 Limitations of the Study

Given recommendations in the study field requiring that a well-identified setting be identified to conduct an investigation, this research has taken place in Emalahleni Local Municipality. Of great importance, limitations must be understood as aspects that the researcher cannot control. Several limitations might be identified linked to the available information related to the topic. The following limitations were encountered during the investigation:

- The choice of the Emalahleni Local Municipality as the single place to collect the data. This is amongst one of the important limitation of this research because it is limited to a single area. Therefore, it is impossible to generalise the findings generated by this particular area to the situation of other municipalities;
- Time to conduct the research is limited due to a set deadline for submission by the University which creates limits for the researcher to include more participants.
- The research findings and conclusions are limited to time and conditions that were prevailing during the time of the study at Emalahleni Municipality and thus should be considered in that respect.
- Language barrier existed on some of the lower level employees which delayed the completion of the questionnaire, however the questionnaire was explained in the language they could understand.

3.10 Ethical Considerations

The researcher observed the following ethical considerations during research;

- **Permission to carry out the research by the municipal authority**

Before conducting a research, a researcher must prepare a proposal describing research objectives, participants' treatment in the research and the expectations from the study, to the institution under study (Oakes, 2002). The institution under study must then take adequate steps to ensure that the study is ethical before granting permission

(Snee, 2008). Approval was sought and granted by the Municipal Authority to conduct the study at Emalahleni Local Municipality with the Municipal employees as participants.

- **Informed consent**

Consent constitutes a fundamental ethical principle (Swatman, 2012). Consent also involves debriefing the participants of the characteristics of the study and the potential risks and harm involved, if any (Williams, 2015). Voluntary participation was sought from the respondents at Emalahleni Local Municipality to carry out the research. Indications were given to respondents of their rights to pull-out of the study anytime they wish to do so.

- **Confidentiality and anonymity**

Confidentiality relates to an agreement between the researcher and the participants regarding what must be done with the information gathered during a study (Woodfield et al, 2013). Privacy also relates to limited access regarding to what participants can divulge during a research process (Iphofen, 2011). This means that participants have the right not to divulge thoughts they regard as private or personal during a research. The researcher informed all the participants that the information that they were going to supply during the research was to be kept strictly confidential and the research would not include any names. The questionnaire was done with the disclaimer that participant's anonymity shall be protected, and the questionnaire shall be handled confidentially.

- **Protection of participants from danger or harm**

The Non- maleficence principle states that researchers should not expose participants to harm or unnecessary risks (Houston, 2016). The harm in question could be loss of self-esteem, frustration or loss of ones earnings. The research did not pose the risk of danger or harm. There was no section or question in the research instrument that exposed the participants to any emotional or psychological harm. The research did not in any way attempt, confuse, coerce or harass the participants throughout the research process.

3.11 Summary

The chapter discussed research methodology, research design, sampling technique, research instrument and data collection procedure and the procedure to be followed to assess the information and interpretation. The adopted research approach is quantitative approach as it is viewed as the most appropriate approach to the achievement of the objective of the study. Scholars suggests that using quantitative methods is not related to unsurprisingly having all data related to the research in quantitative form. The design of the questionnaire were made easier for completion as some of the targeted participants were general workers with low level of education. The analysed data further revealed a high Cronbach alpha co-efficient which provided confidence data reliability. The chapter dealt with important aspects related to the collection of data, analysis of the data using appropriate tools as well as issues connected to the non-infringement of the procedural requirements of conducting a scientific research.

Chapter four presents a data presentation and analysis

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents outcomes received from statistical analysis undertaken on the study regarding influence of a change management process on work-related attitudes in Emalahleni Local Municipality with the study objectives to determine the relationship between organisational change management process & job performance, establish the impact of organisational change management process on trust in management and finally determine the relationship between organisational change management process and employee morale. Statistical Package for Social Sciences (SPSS) was used for analysis of data using University statistician with results discussed below. The techniques used for data analysis was nonparametric correlations and descriptive analysis extracted from the 5-point Likert scale questionnaire which ranges from 1 – being strongly disagree to 5 – being strongly agree. The value of 3 represented the median or middle value of the five-point scale, which meant that when respondents answered below the median, they disagreed, and when they answer above the median, they agreed with the variable. Given that the data collected and used in the study was based on Likert scale, the Spearman's rho was used as the suitable technique for computing correlations. The analysis of variance (ANOVA) test has been utilised to test equality of variances based on the One-Way ANOVA Levene statistic and Brown-Forsythe techniques. In scenarios where significant differences in means were detected, the Tukey HSD post hoc tests were conducted. The demographic variables on which ANOVA tests were performed include “level of employment” and “years of experience with current employer”.

4.2 Demographic Profile

This section outlines frequencies on demographic profiles of participants from whom data was composed from and the total sample size was 150 randomly selected from 1471 population with only 71 respondents who returned the completed questionnaire.

Table 4. 1: Respondents' demographic profiles

	Frequency (n)	Proportion (%)
Gender		
Male	39	55%
Female	32	45%
Age group		
18 to 24 years	20	28%
25 to 34 years	35	49%
35 to 44 years	8	12%
45 to 54 years	5	7%
55 years and above	3	4%
Years of experience		
0-5 years	17	24%
6-10 years	30	42%
11-15 years	13	18%
16-20 years	8	12%
21 years and above	3	4%
Level of education		
No schooling	15	21%
Primary completed	10	14%
Matric completed	19	27%
College/University	27	38%
Level of employment		
Executive management	3	4%
Middle management	10	14%
Junior management	14	20%
Clerical assistants	19	27%
General workers	25	35%

Frequencies shown in Table 4.1 show that from the total 71 respondents, the largest proportion of 55% were males with females at 45%. This does not indicate the ratio of male to female employees at Emalahleni Local Municipality. Respondents aged between 18 and 34 accounted for 77% which is still within the youth bracket while 23% was between ages 35 to above 55 years. The modal age group was the 25-34 years age group at 49%. This may be because 72.5% of the Municipal population is between

the ages of 15 and 64 years with 24.5% being under 15 years of ages which provide indication that the Municipal area is dominated by youth (Statistics SA, 2016). In relation to the years of experience 66% of participants had 10 years or less years of experience which correlates with their ages as interpreted above as 77% of respondents were below the ages of 35 years hence the less years of experience and the possibility that the Municipality may be having high labour turnover as only 4% had years of experience above 21 years. 65% of respondents had a minimum of matric certificate with only 21% had no schooling at all and 14% managed to reach primary school level. This correlates with the level of employment as 35% of respondents are general workers where mostly minimum requirements of the posts are generally low. 82% of the respondents' level of employment was at junior management and below. This was in line with the objective of the study as it is aimed at assessing the operational change management processes of the Municipality hence only 4% of the respondents were at Executive Management level.

4.3 The relationship between organisational change management process & job performance

The first objective was to determine the relationship between organisational change management process and job performance. The correlation co-efficient test was done on the study to answer the research question relating to the objective whether there is a relationship between change management process and job performance. The results presented in Table 4.2 below revealed a statistically significant and a positive correlation between change management process and job performance ($\beta = 0.543$, $p = 0.01$). The results confirmed that a relationship do exist between change management process and job performance.

Table 4. 2: Correlation between change management processes and job performance

Correlation Co-efficient				
			Change management process	Job performance
Spearman's rho	Change management process	Correlation Coefficient	1.000	.543**
		Sig. (2-tailed)	.	.000
		N	71	71
	Job performance	Correlation Coefficient	.543**	1.000
		Sig. (2-tailed)	.000	.
		N	71	71
**. Correlation is significant at the 0.01 level (2-tailed).				

The extent of the relationship between change management process and job performance was further tested using descriptive analysis where mean and standard deviation were used as a unit measure as reflected in table 4.3. The findings confirms that change management process impacts directly on job performance.

Table 4. 3: Change management process and job performance

Descriptive Statistics of Organisational change management process and job performance		
Organisational change management process and job performance	Mean	Std. Deviation
Change management process at work has direct impact to my job performance	4.20	0.876
After change implementation my job becomes easier and quicker to perform	4.13	0.825
Change management improves my skills which enhance my job performance	3.80	1.142
Change management encourages developments at work	3.87	1.081
Improved performance is always a result of change.	3.62	1.126
Time taken to implement changes has a positive effect on my work.	3.69	1.050
Change management processes initiated by the organisation aims to enhance job performance.	3.89	1.008
Change management implementation reduces time taken to perform an activity.	3.46	1.119
Change management promotes continuous training at work which improves work efficiency	3.85	1.037
Performance of the Municipality improves every time changes are effected	2.31	1.191

Table 4.3 indicates a high level of agreement from respondents that change management process directly impacts on the job performance and job performance becomes quicker and easier after changes have been implemented (mean = 4.20, 4.13, SD = 0.876, 0.825) respectively. The respondents agree that change management process impacts positively towards their job performances and it further improves work efficiency with the average mean being above 3 and standard deviation being below 1.5. However respondents disagree that performance of the Municipality improves every time changes are effected (mean = 2.31, SD = 1.191). This can be influenced by the process taken to effect any changes in the Municipality.

The current study findings are in line with Omar, Mohammed, Abdullah & Nura (2013) findings that there is a correlation between the change management process and job performance which can be positive or negative depending on process adopted to implement change. Ndahiro (2015) argues that change management processes creates a significant contribution to organizational competencies which increases the firm's performance and innovativeness which is in line with the finding on this study as respondents highly agrees that change management process promotes efficiency on their job performances. Respondents believes change management processes encourages developments at work and promotes continuous training which subsequently improves work efficiency as outlined by Fong (2011) that to keep the employee performance high during the change process the organisation needs to consider employee's development during such change. However the employees do not agree that the Municipal performance improves every time changes are effected which could be as the results of poor leadership which fails to effect changes successfully in the organisation (Bradshaw, 2016).

Anova test was also done as reflected below in table 4.4 to 4.9 to determine the significant differences on job performance responses based on the level of employment and years of experience. No significant difference revealed based on level of employment in responding to job performance variable. However on years of experience there was a significant difference across the five categories which showed

signals of significant differences in job performance exist among employees with 0-5 years of experience versus employees with equal to or greater than 21 years of experience, 6-10 years of experience versus equal to or greater than 21 years of experience in Emalahleni Local Municipality. This could be interpreted that employees with more years of experience reacts differently to change management processes than those with less experience due to high level of experience which builds confidence on their job performance and results in quicker acceptance of changes in the Municipality.

Table 4. 4: Job performance versus level employment test of homogeneity of variances

Test of Homogeneity of Variances			
Job performance			
Levene Statistic	df1	df2	Sig.
1.242	4	66	.302

The test of homogeneity of variances based on the Levene's statistic tests the null hypothesis that the within-group variances are constant across groups. The Levene statistic (= 1.242) with a p-value (= 0.302) greater than the 0.05 significance level show that the null hypothesis of homogeneity of variance could not be rejected. The null hypothesis (no difference) for the assumption of homogeneity of variance was retained. Therefore, there is no significant difference between the four group's variances in respect of job performance for the four different levels of employment in municipality. Results confirm that the assumption of homogeneity of variance was met.

Table 4. 5: Job performance versus level of employment robust tests of equality of means

Robust Tests of Equality of Means				
Job performance				
	Statistic ^a	df1	df2	Sig.
Brown-Forsythe	1.095	4	58.525	.367
a. Asymptotically F distributed.				

Consistent with the Levene statistic's p-value (= 0.302) greater than the alpha level of 0.05 given in Table 4.5, results of the Brown-Forsythe statistic robust test of equality of means ($p = 0.367$) confirm that the assumption of equal variance was not violated. In order to further confirm that there were no significant differences in job performance across levels of employment, the Tukey HSD post hoc test was conducted.

Table 4. 6: Post-hoc test – multiple comparisons of job performance versus levels of employment

Multiple Comparisons						
Dependent Variable: Job performance						
Tukey HSD						
(I) Level of employment	(J) Level of employment	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Executive management	Middle management	-.665	.430	.535	-1.87	.54
	Junior management	-.700	.420	.462	-1.88	.48
	Clerical assistants	-.778	.415	.342	-1.94	.39
	General workers	-.725	.412	.405	-1.88	.43
Middle management	Executive management	.665	.430	.535	-.54	1.87
	Junior management	-.035	.281	1.000	-.82	.75
	Clerical assistants	-.112	.274	.994	-.88	.65
	General workers	-.060	.268	.999	-.81	.69
Junior management	Executive management	.700	.420	.462	-.48	1.88
	Middle management	.035	.281	1.000	-.75	.82
	Clerical assistants	-.078	.258	.998	-.80	.65
	General workers	-.025	.252	1.000	-.73	.68
Clerical assistants	Executive management	.778	.415	.342	-.39	1.94
	Middle management	.112	.274	.994	-.65	.88
	Junior management	.078	.258	.998	-.65	.80
	General workers	.053	.244	1.000	-.63	.74
General workers	Executive management	.725	.412	.405	-.43	1.88
	Middle management	.060	.268	.999	-.69	.81
	Junior management	.025	.252	1.000	-.68	.73
	Clerical assistants	-.053	.244	1.000	-.74	.63

The Tukey HSD post hoc reveals no significant differences in job performance across the four levels of employment in Emalahleni Local Municipality.

Table 4. 7: Job performance versus years of experience test of homogeneity of variances

Test of Homogeneity of Variances			
Job performance			
Levene Statistic	df1	df2	Sig.
1.141	4	66	.345

The test of homogeneity of variances based on the Levene's statistic tests the null hypothesis that the within-group variances are constant across groups. The Levene statistic (= 1.141) with a p-value (= 0.345) greater than the 0.05 significance level show that the null hypothesis of homogeneity of variance could not be rejected. The null hypothesis (no difference) for the assumption of homogeneity of variance was retained, and concludes that there are no significant differences in the variances in job performance between five group's relating to years of experience in the municipality. The assumption of homogeneity of variance was therefore statistically satisfied.

Table 4. 8: Job performance versus years of experience robust tests of equality of means

Robust Tests of Equality of Means				
Job performance				
	Statistic ^a	df1	df2	Sig.
Brown-Forsythe	5.752	4	55.915	.001
a. Asymptotically F distributed.				

Consistent with the ANOVA F-statistics (5.026) and the associated p-value (= 0.001), results of the Brown-Forsythe statistic robust test of equality of means ($p = 0.001$) show that there were significant differences in job performance among employees across different categories of years of experience. In order to detect the categories of years of experience with significant differences in job performance, the Tukey HSD post hoc test was further conducted.

Table 4. 9: Post-hoc test – multiple comparisons of job performance versus years of experience

Multiple Comparisons						
Dependent Variable: Job performance						
Tukey HSD						
(I) Years of experience with current employer	(J) Years of experience with current employer	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0 - 5 years	6 - 10 years	-.236	.218	.817	-.85	.38
	11 - 15 years	-.656	.269	.118	-1.41	.10
	16 - 20 years	-.595	.235	.097	-1.26	.07
	21 years and above	-1.276*	.321	.002	-2.18	-.38
6 - 10 years	0 - 5 years	.236	.218	.817	-.38	.85
	11 - 15 years	-.421	.258	.482	-1.14	.30
	16 - 20 years	-.360	.222	.491	-.98	.26
	21 years and above	-1.041*	.311	.012	-1.91	-.17
11 - 15 years	0 - 5 years	.656	.269	.118	-.10	1.41
	6 - 10 years	.421	.258	.482	-.30	1.14
	16 - 20 years	.061	.273	.999	-.70	.83
	21 years and above	-.620	.349	.396	-1.60	.36
16 - 20 years	0 - 5 years	.595	.235	.097	-.07	1.26
	6 - 10 years	.360	.222	.491	-.26	.98
	11 - 15 years	-.061	.273	.999	-.83	.70
	21 years and above	-.681	.324	.230	-1.59	.23
21 years and above	0 - 5 years	1.276*	.321	.002	.38	2.18
	6 - 10 years	1.041*	.311	.012	.17	1.91
	11 - 15 years	.620	.349	.396	-.36	1.60
	16 - 20 years	.681	.324	.230	-.23	1.59

*. The mean difference is significant at the 0.05 level.

Tukey HSD post hoc results show signals of significant differences in job performance exist among employees with 0-5 years of experience versus employees with equal to or greater than 21 years of experience, 6-10 years of experience versus equal to or greater than 21 years of experience in Emalahleni Local Municipality.

4.4 The change management process and trust in management

The second objective was to establish the impact of organisational change management process on trust in management. The descriptive analysis was done on the study to answer the research question relating to the objective on the impact of organisational change management process on trust in management. The findings indicates that the change management process have impact on trust in management by employees. Table 4.10 below indicates that employees are uncertain if there is trust between management and employees after change processes have been effected (mean = 3.00, SD = 1.192). Respondents lowly agrees that are involved in the change management processes and management consult employees when effecting changes and that are further given the opportunity to influence change processes but the level of agreement is very low with the mean below 3.5. This indicates that there are still areas of improvements that the Municipality will need to implore to improve the trust between management and employees when change processes are effected.

Table 4. 10: Change management process on trust in management

Descriptive Statistics of Organisational change management process on trust in management		
Organisational change management process on trust in management	Mean	Std. Deviation
There is trust between management and employees when change management processes are effected.	3.00	1.192
Management explains the processes to be used to effect changes.	3.43	1.105
Relationship between employees and management improves after changes.	3.51	1.093
Employee queries on proposed changes are taken seriously and responded to by management.	3.42	1.156
All affected employees are consulted about changes by management.	3.48	1.079
The municipality provided employees with enough information & education on the change processes.	3.46	1.183
Employees are given an opportunity to adapt to change.	3.54	1.023
Sufficient time is given to employees to engage on any change initiatives.	3.36	1.163
Supervisors discusses changes with their employees.	3.64	1.071
Employees are able to influence change management processes.	3.39	1.088
Employees are part of change management committees.	3.49	1.106

The study revealed that change management process impact on trust between management and employees. It also appears that the level of agreement is quite low on involvement of the employees during the change management processes which could be interpreted as the reason for the lack of trust due to non-involvement of employees. The result of this research question support the previous research by Morgan & Zeffane (2013) who argued that constant consultation between supervisors and employees on change initiatives by the organisations increase the trust confidence level on the employees who are the implementers of change. Sorensen & Hasle (2011) found that when change is conceptualized and initiated without communicating effectively among other levels of organisational leadership, weakens the relational fabric in the organisation, creating an environment of mistrust to breed and fester if not addressed. Scholars highlight the importance of trust to successful organizational change caused by rapid change processes in contemporary organizations which makes establishing long-term employee relationships difficult because these change actions transform the traditional social relations and can become a challenge to trust.

Table 4. 11: Correlation between change management processes and trust in management

Correlation Co-efficient				
			Change management process	Trust in management
Spearman's rho	Change management process	Correlation Coefficient	1.000	.496**
		Sig. (2-tailed)	.	.000
		N	71	71
	Trust in management	Correlation Coefficient	.496**	1.000
		Sig. (2-tailed)	.000	.
		N	71	71

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

Table 4.11 above indicates the correlation co-efficient analysis and the result revealed a positive correlation between change management process and trust in management ($\beta = 0.496$, $p = 0.01$) and the results were found to be statistically significant. This further

affirm that change management process do impact on trust in management by employees.

Anova test was also done as reflected below in table 4.12 to 4.17 to determine the significant differences in trust in management responses based on the level of employment and years of experience. The results revealed that there is no significant difference based on level of employment and years of experience in responding to trust in management variables.

Table 4. 12: Trust in management versus level employment test of homogeneity of variances

Test of Homogeneity of Variances			
Trust in management			
Levene Statistic	df1	df2	Sig.
.674	4	66	.612

The test of homogeneity of variances based on the Levene’s statistic tests the null hypothesis that the within-group variances are constant across groups. The Levene statistic (= 0.674) with a p-value (= 0.612) greater than the 0.05 significance level show that the null hypothesis of homogeneity of variance could not be rejected. The null hypothesis (no difference) for the assumption of homogeneity of variance was retained, and concludes that there are no significant differences in the variances in trust in management between the four group’s relating to the four levels of employment in the municipality. The assumption of homogeneity of variance was therefore met.

Table 4. 13: Trust in management versus level of employment robust tests of equality of means

Robust Tests of Equality of Means				
Trust in management				
	Statistic ^a	df1	df2	Sig.
Brown-Forsythe	1.316	4	63.064	.274
a. Asymptotically F distributed.				

In line with the Levene statistic's p-value (= 0.612) greater than the alpha level of 0.05 given in Table 4.13, results of the Brown-Forsythe statistic robust test of equality of means ($p = 0.274$) confirm the assumption of equal variance was not violated. In order to confirm that there were no significant differences in trust in management across levels of employment, the Tukey HSD post hoc test was conducted.

Table 4. 14: Post-hoc test – multiple comparisons of trust in management versus levels of employment

Multiple Comparisons						
Dependent Variable: Trust in management						
Tukey HSD						
(I) Level of employment	(J) Level of employment	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Executive management	Middle management	-.661	.398	.465	-1.78	.46
	Junior management	-.614	.389	.517	-1.70	.48
	Clerical assistants	-.788	.385	.255	-1.87	.29
	General workers	-.564	.381	.580	-1.63	.51
Middle management	Executive management	.661	.398	.465	-.46	1.78
	Junior management	.047	.260	1.000	-.68	.78
	Clerical assistants	-.127	.253	.987	-.84	.58
	General workers	.097	.248	.995	-.60	.79
Junior management	Executive management	.614	.389	.517	-.48	1.70
	Middle management	-.047	.260	1.000	-.78	.68
	Clerical assistants	-.174	.239	.949	-.84	.50
	General workers	.050	.233	1.000	-.60	.70
Clerical assistants	Executive management	.788	.385	.255	-.29	1.87
	Middle management	.127	.253	.987	-.58	.84
	Junior management	.174	.239	.949	-.50	.84
	General workers	.224	.226	.858	-.41	.86
General workers	Executive management	.564	.381	.580	-.51	1.63
	Middle management	-.097	.248	.995	-.79	.60
	Junior management	-.050	.233	1.000	-.70	.60
	Clerical assistants	-.224	.226	.858	-.86	.41

Tukey HSD post hoc results show that there are no significant differences in trust in management on all four levels of employment in Emalahleni Local Municipality.

Table 4. 15: Trust in management versus years of experience test of homogeneity of variances

Test of Homogeneity of Variances			
Trust in management			
Levene Statistic	df1	df2	Sig.
.366	4	66	.832

The test of homogeneity of variances based on the Levene's statistic tests the null hypothesis that the within-group variances are constant across groups. The Levene statistic (= 0.366) with a p-value (= 0.832) greater than the 0.05 significance level show that the null hypothesis of homogeneity of variance could not be rejected. The null hypothesis (no difference) for the assumption of homogeneity of variance was retained, and concludes that there are no significant differences in variances in the trust in management across five groups of years of experience in the municipality. The assumption of homogeneity of variance was therefore statistically satisfied.

Table 4. 16: Trust in management versus years of experience robust tests of equality of means

Robust Tests of Equality of Means				
Trust in management				
	Statistic ^a	df1	df2	Sig.
Brown-Forsythe	4.221	4	51.491	.005
a. Asymptotically F distributed.				

Results of the Brown-Forsythe statistic robust test of equality of means ($p = 0.005$) show that there were significant differences in trust in management across the five categories of years of experience. The Tukey HSD post hoc test confirm that there were significant differences between different categories of years of experience.

Table 4. 17: Post-hoc test – multiple comparisons of trust in management versus years of experience

Multiple Comparisons						
Dependent Variable: Trust in management						
Tukey HSD						
(I) Years of experience with current employer	(J) Years of experience with current employer	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0 - 5 years	6 - 10 years	-.146	.208	.955	-.73	.44
	11 - 15 years	-.417	.257	.489	-1.14	.30
	16 - 20 years	-.387	.224	.427	-1.02	.24
	21 years and above	-1.156*	.306	.003	-2.01	-.30
6 - 10 years	0 - 5 years	.146	.208	.955	-.44	.73
	11 - 15 years	-.270	.246	.806	-.96	.42
	16 - 20 years	-.241	.212	.786	-.83	.35
	21 years and above	-1.010*	.297	.010	-1.84	-.18
11 - 15 years	0 - 5 years	.417	.257	.489	-.30	1.14
	6 - 10 years	.270	.246	.806	-.42	.96
	16 - 20 years	.030	.260	1.000	-.70	.76
	21 years and above	-.739	.333	.185	-1.67	.19
16 - 20 years	0 - 5 years	.387	.224	.427	-.24	1.02
	6 - 10 years	.241	.212	.786	-.35	.83
	11 - 15 years	-.030	.260	1.000	-.76	.70
	21 years and above	-.769	.309	.105	-1.63	.10
21 years and above	0 - 5 years	1.156*	.306	.003	.30	2.01
	6 - 10 years	1.010*	.297	.010	.18	1.84
	11 - 15 years	.739	.333	.185	-.19	1.67
	16 - 20 years	.769	.309	.105	-.10	1.63

*. The mean difference is significant at the 0.05 level.

Tukey HSD post hoc results show signals of significant differences in trust in management exist among employees with experience of 21 years and above versus employees with 0-5 years and 6-10 years of experience in the municipality.

4.5 The relationship between organisational change management process and employee morale

The last objective was to determine the relationship between change management process and employee morale. The correlation co-efficient test was done on the study to answer the research question relating to the objective whether there is a relationship between change management process and employee morale. The results presented in Table 4.18 below revealed a statistically significant and a positive correlation between change management process and employee morale ($\beta = 0.494$, $p = 0.01$) and the results were found to be statistically significant. The results confirmed that a relationship do exist between change management process and employee morale.

Table 4. 18: Correlation between change management process and employee morale

Correlation Co-efficient				
			Change management process	Employee morale
Spearman's rho	Change management process	Correlation Coefficient	1.000	.494**
		Sig. (2-tailed)	.	.000
		N	71	71
	Employee morale	Correlation Coefficient	.494**	1.000
		Sig. (2-tailed)	.000	.
		N	71	71
**. Correlation is significant at the 0.01 level (2-tailed).				

The extent of the relationship between change management process and employee morale was further tested using descriptive analysis where mean and standard deviation were used as a unit measure as reflected in table 4.19 below. The findings confirms that change management process do affect the employee morale in the workplace.

Table 4. 19:Change management process and employee morale

Descriptive Statistics of Organisational change management process and employee morale		
Organisational change management process and employee morale	Mean	Std. Deviation
The employees' morale is improved after changes are effected.	2.37	1.922
I feel happy to be a part of this organization even after implementation of change.	2.67	1.818
I feel secured in my job even after the change.	4.71	0.308
The change has reduced labor turnover.	3.44	0.942
The municipal change has resulted in employees to be more at work.	3.54	0.928
Change motivates employees to improve their skills and career development.	3.89	0.941
Change creates cohesion among employees.	3.77	0.951
I feel honored when change initiatives are communicated before implementation for my input.	3.84	0.927

The interpretation above indicates that respondents disagree that change management processes improves the morale in the workplace and that employees feels happy to be part of the organisation after implementation of changes (mean = 2.37, 2.67, SD = 1.922, 1.818) respectively. However respondents highly agree that they feel secured on their jobs even after changes are effected (mean = 4.71, SD = 0.308). This could be influenced by that most workers are permanently employed on their positions and it is very rarely that the municipality can undergo retrenchment or restructuring that can make the Municipality to reduce the workforce. Therefore most employees knows that their jobs are secured whether the change processes are successful or fails. There is low level of agreement that change management process reduces labour turn-over and made the employees to be more at work (mean = 3.44, 3.54 and SD = 0.942, 0.928) respectively. Moderately respondents agrees that change processes encourages improvement of skills and creates cohesion amongst employees and further delights employees when such change initiatives are communicated to them before implementations (mean = 3.89, 3.77 and 3.84 with SD = 0.941, 0.951 and 0.927) respectively. The above table provides and indications that the change management process influences the employees' morale in the work place. It is also established that employees are not view change management process as threatening their job securities.

The current study findings are in line with findings by El-Farra & Badawi (2012) that the morale of many public-sector employees is adversely affected when change initiatives are implemented without proper communication to employees and the impact of such change on their life. A study by Nicolaidis & Katsaros (2007) revealed that employees feel nervous, stressed and their self-confidence declines whenever there are organizational changes and makes the employees to be unhappy which correlates with the current study.

Anova test was also done as reflected below in table 4.20 to 4.25 to determine the significant differences on employees morale responses based on the level of employment and years of experience. The outcomes shows that no significant difference on level of employment except on homogeneity variances and sum of squares tests which revealed significant differences. The results reveals that employees in management positions are affected differently on morale than those in junior positions. The study revealed that there are significant differences on respondents responses based on the years of experience which indicates that those with more years of experience react differently to employee morale to those with less years of experience.

Table 4. 20: Employee morale versus level employment test of homogeneity of Variances

Test of Homogeneity of Variances			
Employee morale			
Levene Statistic	df1	df2	Sig.
3.219	4	66	.018

The test of homogeneity of variances based on the Levene’s statistic tests the null hypothesis that the within-group variances are constant across groups. The Levene statistic (= 3.219) with a p-value (= 0.018) less than the 0.05 significance level show that the null hypothesis of homogeneity of variance was rejected. The null hypothesis (no difference) for the assumption of homogeneity of variance was not retained, and conclude that there are significant differences in the variances of employee morale

between the four group's relating to the four levels of employment in the municipality. The assumption of homogeneity of variance was therefore not satisfied.

Table 4. 21: Employee morale versus level of employment robust tests of equality of means

Robust Tests of Equality of Means				
Employee morale				
	Statistic ^a	df1	df2	Sig.
Brown-Forsythe	1.356	4	63.186	.259
a. Asymptotically F distributed.				

Results of the Brown-Forsythe statistic robust test of equality of means ($p = 0.259$) confirm the assumption of equal variance was not violated. In order to further confirm that there were no significant differences in employee morale across levels of employment, the Tukey HSD post hoc test was conducted.

Table 4. 22: Post-hoc test – multiple comparisons of employee morale versus levels of employment

Multiple Comparisons						
Dependent Variable: Employee morale						
Tukey HSD						
(I) Level of employment	(J) Level of employment	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Executive management	Middle management	-.734	.400	.364	-1.86	.39
	Junior management	-.719	.392	.362	-1.82	.38
	Clerical assistants	-.745	.387	.314	-1.83	.34
	General workers	-.625	.384	.484	-1.70	.45
Middle management	Executive management	.734	.400	.364	-.39	1.86
	Junior management	.015	.262	1.000	-.72	.75
	Clerical assistants	-.011	.255	1.000	-.73	.70
	General workers	.109	.250	.992	-.59	.81
Junior management	Executive management	.719	.392	.362	-.38	1.82
	Middle management	-.015	.262	1.000	-.75	.72
	Clerical assistants	-.027	.241	1.000	-.70	.65

	General workers	.094	.235	.995	-.57	.75
Clerical assistants	Executive management	.745	.387	.314	-.34	1.83
	Middle management	.011	.255	1.000	-.70	.73
	Junior management	.027	.241	1.000	-.65	.70
	General workers	.120	.228	.984	-.52	.76
General workers	Executive management	.625	.384	.484	-.45	1.70
	Middle management	-.109	.250	.992	-.81	.59
	Junior management	-.094	.235	.995	-.75	.57
	Clerical assistants	-.120	.228	.984	-.76	.52

Tukey HSD post hoc results reveals that there are no significant differences in employee morale across the four levels of employment in Emalahleni Local Municipality.

Table 4. 23: Employee morale versus years of experience test of homogeneity of variances

Test of Homogeneity of Variances			
Employee morale			
Levene Statistic	df1	df2	Sig.
1.054	4	66	.386

The test of homogeneity of variances based on the Levene's statistic tests the null hypothesis that the within-group variances are constant across groups. The Levene statistic (= 1.054) with a p-value (= 0.386) greater than the 0.05 significance level show that the null hypothesis of homogeneity of variance could not be rejected. The null hypothesis for the assumption of homogeneity of variance was retained, and conclude that no significant differences in variances in employee morale across five groups of years of experience in the municipality. The assumption of homogeneity of variance was therefore statistically satisfied.

Table 4. 24: Employee morale versus years of experience robust tests of equality of means

Robust Tests of Equality of Means				
Employee morale				
	Statistic ^a	df1	df2	Sig.
Brown-Forsythe	5.626	4	59.679	.001
a. Asymptotically F distributed.				

Consistent with the ANOVA computed F-statistic (4.780) and the associated p-value (= 0.003), results of the Brown-Forsythe statistic (= 5.626) robust test of equality of means ($p = 0.001$) indicate that there were significant differences in employee morale among employees across different categories of years of experience. In order to detect the categories of years of experience which have significant differences in employee morale, the Tukey HSD post hoc test was further conducted.

Table 4. 25: Post-hoc test – multiple comparisons of employee morale versus years of experience

Multiple Comparisons						
Dependent Variable: Employee morale						
Tukey HSD						
(I) Years of experience with current employer	(J) Years of experience with current employer	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0 - 5 years	6 - 10 years	-.117	.205	.979	-.69	.46
	11 - 15 years	-.164	.253	.967	-.87	.55
	16 - 20 years	-.470	.221	.223	-1.09	.15
	21 years and above	-1.203*	.302	.002	-2.05	-.36
6 - 10 years	0 - 5 years	.117	.205	.979	-.46	.69
	11 - 15 years	-.047	.242	1.000	-.73	.63
	16 - 20 years	-.353	.209	.446	-.94	.23
	21 years and above	-1.086*	.293	.004	-1.91	-.26
11 - 15 years	0 - 5 years	.164	.253	.967	-.55	.87
	6 - 10 years	.047	.242	1.000	-.63	.73
	16 - 20 years	-.306	.256	.754	-1.02	.41
	21 years and above	-1.039*	.328	.019	-1.96	-.12
16 - 20 years	0 - 5 years	.470	.221	.223	-.15	1.09

	6 - 10 years	.353	.209	.446	-.23	.94
	11 - 15 years	.306	.256	.754	-.41	1.02
	21 years and above	-.733	.304	.126	-1.59	.12
21 years and above	0 - 5 years	1.203*	.302	.002	.36	2.05
	6 - 10 years	1.086*	.293	.004	.26	1.91
	11 - 15 years	1.039*	.328	.019	.12	1.96
	16 - 20 years	.733	.304	.126	-.12	1.59
*. The mean difference is significant at the 0.05 level.						

Tukey HSD post hoc results show signals of significant differences in employee morale exist among employees with working experience of 21 years above versus employees with 0-5 years' experience, 6-10 years of experience and 11-15 years' experience.

4.6 Comparison all three dimensional objectives of the study using correlation co-efficient analysis

Table 4.26 below revealed that there is a positive correlations between all three objectives of the study as results show that the highest statistically significant and positive correlation exists between job performance and employee morale ($\beta= 0.696$), followed by trust in management and employee morale ($\beta= 0.660$), and job performance and trust in management ($\beta= 0.647$). This means that organisation change management process have an impact on job performance, trust in management and employee morale and it is important that implementers of operational change management in the organisation considers the three aspects when effecting changes to ensure the success of change initiatives.

Table 4. 26: Correlations co-efficient of all dimensions – change management process on job performance, trust in management and employee morale

Correlation Co-efficient						
			Change management process	Job performance	Trust in management	Employee morale
Spearman's rho	Change management process	Correlation Coefficient	1.000	.543**	.496**	.494**
		Sig. (2-tailed)	.	.000	.000	.000

		N	71	71	71	71
Job performance	Correlation Coefficient		.543**	1.000	.647**	.696**
	Sig. (2-tailed)		.000	.	.000	.000
	N		71	71	71	71
Trust in management	Correlation Coefficient		.496**	.647**	1.000	.660**
	Sig. (2-tailed)		.000	.000	.	.000
	N		71	71	71	71
Employee morale	Correlation Coefficient		.494**	.696**	.660**	1.000
	Sig. (2-tailed)		.000	.000	.000	.
	N		71	71	71	71
**. Correlation is significant at the 0.01 level (2-tailed).						

4.8 Summary

The chapter presented findings from statistical analysis undertaken on the influence of a change management process on work-related attitudes in Emalahleni Local Municipality. Three techniques namely, Correlation co-efficient, descriptive analysis and ANOVA test were used to achieve the objectives of the study. Findings were briefly discussed in comparison with previous research studies.

The next chapter will be on main findings, conclusion and recommendations.

CHAPTER FIVE

MAIN FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents main findings, conclusions and recommendations of the research that aims to measure the influence of a change management process on work related attitudes at Emalahleni Local Municipality. The primary research findings are discussed in line with research objectives (*to determine the relationship between organisational change management process & job performance, to establish the impact of organisational change management process on trust in management and to determine the relationship between organisational change management process & employee morale*) and an extent to which they were addressed. An overall conclusion of the research will follow and recommendations to Emalahleni Local Municipality on how they can best deal with work related attitudes when implementing change and the future research on the similar research area.

5.2 Main Findings

The research used a quantitative research approach whose main thrust is to collect statistical data for analysis. A case study approach was adopted using Emalahleni local municipality and principal research instrument used was the questionnaire. 71 respondents took part on the research. The primary research objective was to evaluate how change management process affects the attitudes of workers towards their work based on job performance, trust in management and employee morale.

The finding was that the relationship between the organisational change management process and job performance do exist and the study indicated a positive correlation between change management process and job performance which affirm the relationship between change management process and job performance. There was high level of agreement from respondents that change management process directly

impacts on the job performance and job performance becomes quicker and easier after changes have been effected and it further improves work efficiency. However respondents disagreed that performance of the Municipality improves every time changes are effected.

Establishing the impact of organisational change management process on trust in management descriptive analysis was used using mean and standard deviations and the findings indicated that the change management process have impact on trust in management by employees. As revealed by respondents there was uncertainty if there is trust between management and employees after change processes have been effected. Respondents modestly agreed that are involved in the change management processes and management consult employees when effecting changes and that they are further given the opportunity to influence change. This indicates that there are still areas of improvements that the Municipality will need to implore to improve the trust between management and employees when change processes are effected.

It has been established from the analysis that a positive correlation between change management process and employee morale exist which affirms that the relationship between change management process and employee morale. The respondents disagreed that change management processes improves the morale in the workplace and that employees feels happy to be part of the organisation after implementation of changes. However respondents highly agreed that they feel secured on their jobs even after changes are effected. There was low level of agreement that change management process reduces labour turn-over and made the employees to be more at work. Respondents moderately agreed that change processes encourages improvement of skills and creates cohesion amongst employees. This is an indications that the change management process influences the employees' morale in the work place.

The Analysis of Variance (ANOVA) tests conducted revealed no significant differences for all three objectives on the level of employment by respondents. However significant differences on job performance and employee morale were identified with regards to

years of experience. This means that change management processes affects employees differently based their years of experience.

5.3 Recommendations

The outcomes of the research findings yielded the following recommendations:

5.3.1 The importance of employees' consideration when implementing changes

The Municipality needs to ensure when implementing operational change management that employees attitudes towards the proposed changes are taken into consideration for change initiatives to be successful and sustainable as expected that overall Municipal performance needs to improve after implementation of changes.

5.3.2 Prepare for the change management and build awareness towards it

It is very important for senior management and staff to be knowledgeable of all the important aspects of the change management framework and models available, and before any more progress has been made reach an agreement on what those matters and how they can be best implemented. Emalahleni local municipality should consider upfront the South African statutory obligations that relate to change programs and what they require to achieve in terms of employee management and labour relations. The municipality will have to anticipate all potential problems both before and after the implementation of change programs: possible disputes with the relevant trade unions over terms and conditions of affected staff; the emotional impact on affected staff and the potential for associated stress.

5.3.3 Increase communication and consultation with employees

Emalahleni Local municipality needs to increase the levels of communication and more consultations with employees so as to integrate them into the change management programs. The management should establish a clear sense of strategic direction from the beginning of the change programs, and constantly maintain continuous communication amongst all parties concerned. The change committees should be more consultative. This would ensure that the employees are able to embrace the change on

a personal level, and will develop a personal interest in seeing the change process succeed.

5.3.4 Providing a Strategic direction

If change initiatives are understood by employees and the municipality's strategies, goals and expectations clearly defined, then employees are more likely to be open to have constructive deliberations on things needed to be done, and will accept the decisions that will be taken eventually. Employees therefore need to be fully informed on the whole program and its implications from the onset – as soon as the municipality and senior management understand that changes are likely to happen. Even if there is no pertinent information, discussion and exchange of views between council, management and employees is better than anxious speculation and predictions of through the grapevine.

5.3.5 Catering for individual differences when implementing change

The prospect of addressing the unique needs of individual may be daunting for an organisation like Emalahleni municipality but when done right it will ensure that the employees are more receptive of the change processes. Employees reacts differently to prospects of change, and acceptance or rejection of change will be in different forms to each employee. One-on-one contacts with employees in particular must show an appreciation of these individual differences. It is important the any individual who is affected directly by any change initiative be informed individually on the impact on their work privately. In this regard, the municipality should ensure that they have access to suitable professional support for counselling needs, such as through Employee Assistance Program.

5.3.6 Development of training strategies

Workplace changes at Emalahleni Municipality and any local authority in South Africa, require all affected to understand that organisational renewal requires the willingness to improve efficiency, productivity and the wellbeing of the employees, it requires a renewed and continuous commitment to education, training and skills development.

From the onset, a key strategy should be to make sure that the local authority adopts training plans that will be implemented continuously. This ensures continuity and certainty for employees to feel secured on their jobs and positions.

5.3.7 Establishing credibility to regain trust

In order to build trust within the various groups in the organisation striving for credibility should be a priority for the management. The management team must strive to create its credibility, and this will generally come from two sources – demonstrated expertise and productive relationships. Credibility and respect can be gained at the beginning of the change process by ensuring sufficient communication with the workforce and showing that Municipal leadership is well-informed about measures for change and matters involved, and the process together with the short-term goals that must be achieved, and how best to proceed.

5.4 Limitations and Suggestions for Further Research

This research study carried some limitations. Firstly, the study was based in one institution being Emalahleni Local Municipality therefore the outcomes are limited to Emalahleni Local Municipality and cannot be used in other similar institutions. There were few respondents who participated in the study in order for the sample size to draw generalization of the findings on municipalities. Sample size used for this study was reasonably big but not sufficiently adequate to draw generalized conclusions on a bigger scale. As such, the sample size used placed a considerable question on the generalizability of the study's findings. There was limited time given to conclude the research which limited exploration to utilize bigger sample size and to in-depth analyse the data collected to include other elements that links to change management process in the Municipality.

Therefore suggestions for further research may include larger scale sample size may be considered on the similar future studies. Future studies would benefit from using supplementary measures to cross-validate conclusions of the determinants of successful organisational change especially in complex organisations like Municipalities

where the environment is led by politics. Change management process in public institutions has not been researched in-depth, therefore future research can be done on change management process in public sector particularly Municipalities focussing on various Municipalities in the country. The study has identified that the relationship do exist between change management process, job performance and employee morale, therefore future research can consider the impact of these relations on the Municipal business process and performance as an institution. The study further established that change management process do impact directly on trust in management by employees further studies can be conducted to establish behavioural patterns and /or conduct of employees on management due to change management process. It has been established as well that respondents with many years of experience responds differently from those with less experience, therefore further research can be done to establish the impact of long work experience on receptive of change management.

There are huge multifarious areas under organisational change management which in fact haven't yet been sufficiently and empirically investigated including areas relating to the unfavourable effects of organisational change on employee emotional interests. Additional reproductions of the same study that will be done with a bigger and different sampling group will also deliver a great addition of future studies and its outcomes might differ from the current study.

5.5 Conclusion

This chapter has provided main findings, recommendations, conclusion as well as suggestions for further research to the study. Change management implementation in various organisation is still a huge challenge and in organisations like Municipalities is very complex as there are two levels of leadership being administration and political leadership. Therefore care needs to be exercised at all times when implementing changes whether strategic or operational changes.

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APPENDIX A – QUESTIONNAIRE

DEAR PARTICIPANT

THE INFLUENCE OF A CHANGE MANAGEMENT PROCESS ON WORK RELATED ATTITUDES: THE CASE OF EMALAHLENI LOCAL MUNICIPALITY (QUESTIONNAIRE)

My name is Margaret Millicent Skosana a MBA student at North West University Business School. For my mini dissertation, I am doing a research as per the above mentioned title. Because you are an employee of Emalahleni Local Municipality, I am inviting you to participate in this research study by completing the attached questionnaire.

Data collected will be kept confidential and will only be used for educational purposes hence you are requested NOT to include your name on the questionnaire. The participation is voluntary and a participant can withdraw at any time if not comfortable to complete the questionnaire. Please note your name will not be revealed to any third party, so your inputs will remain confidential and you are requested to be as honest as possible when answering the questions.

The intention of the questionnaire is to examine how change management process affects workers attitudes towards their work at Emalahleni Local Municipality.

The estimated time for the completion of the questionnaire is approximately 20 minutes.

For any clarity seeking questions, you can contact the undersigned at maggiem@inbox.com.

Thank you for taking time to assist me in my academic efforts.

Yours Sincerely

MM Skosana

Student No: 2828 9064

NWU Business School, MBA Candidate.

1. Biographical Information / Demographics:

1.1. Gender

REFERENCING	Tick (x)	
1	Male	
2	Female	

1.2. Age

REFERENCING		Tick (x)
1	18 to 24 years	
2	25 to 34 years	
3	35 to 44 years	
4	45 to 54 years	
5	55-64 years	
6	65 years and above	

1.3. Race

REFERENCING		Tick (x)
1	Black	
2	White	
3	Coloured	
4	Indians	
5	Other: Specify	

1.4. Years of experience (from first day at work until to date)

REFERENCING		Tick (x)
1	0-5 years	
2	6-10 years	
3	11-15 years	
4	16-20 years	
5	21 years and above	

1.5. Years of experience with current employer (only at Emalahleni Local Municipality)

REFERENCING		Tick (x)
1	0-5 years	
2	6-10 years	
3	11-15 years	
4	16-20 years	
5	21 years and above	

1.6. Level of education

REFERENCING		Tick (x)
1	No schooling	
2	Primary completed	
3	Matric completed	
4	College/University	

1.7. Level of employment

REFERENCING		Tick (x)
1	Executive Management (Directors, departmental heads etc.)	
2	Middle management (operations managers, assistant managers etc.)	
3	Junior Management (e.g. artisans, technicians etc.)	
4	Clerical assistant (secretaries, admin clerk etc.)	
5	General workers / assistants	

2. Change management process in the organisation:

2.	Implementation of Change management process in the organisation:	1	2	3	4	5
		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
2.1	I feel the organisational change made a positive attitudes towards work.					
2.2	I strongly align with change initiatives that the organization implements.					
2.3	I feel more confident with my job even after the changes are made.					
2.4	Change management process improves my turn-around time on completing my work.					
2.5	I feel fulfilled when changes are implemented successfully by me.					

3. Organisational change management process and job performance:

3.	Relationship between organisational change management process and job performance:	1	2	3	4	5
		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
3.1	Change management process at work has direct impact to my job performance					
3.2	After change implementation my job becomes easier and quicker to perform					
3.3	Change management improves my skills which enhance my job performance					
3.4	Change management encourages developments at work					
3.5	Improved performance is always a result of change.					
3.6	Time taken to implement changes has a positive effect on my work.					
3.7	Change management processes initiated by the organisation aims to enhance job performance.					
3.8	Change management implementation reduces time taken to perform an activity.					
3.9	Change management promotes continuous training at work which improves work efficiency					
3.10	Performance of the Municipality improves every time changes are effected					

4. Organisational change management process on trust in management:

4.	The impact of organisational change management process on trust in management	1	2	3	4	5
		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
4.1	There is trust between management and employees when change management processes are effected.					
4.2	Management explains the processes to be used to effect changes.					
4.3	Relationship between employees and management improves after changes.					
4.4	Employee queries on proposed changes are taken seriously and responded to by management.					
4.5	All affected employees are consulted about changes by management					
4.6	The municipality provided employees with enough information & education on the change processes					
4.7	Employees are given an opportunity to adapt to change.					
4.8	Sufficient time is given to employees to engage on any change initiatives.					
4.9	Supervisors discusses changes with their employees.					
4.10	Employees are able to influence change management processes.					
4.11	Employees are part of change management committees.					

5. Organisational change management process and employee morale

5.	The relationship between organisational change management process and employee morale	1	2	3	4	5
		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
5.1	The employees' morale is improved after changes are effected.					
5.2	I feel happy to be a part of this organization even after implementation of change.					
5.3	I feel secured in my job even after the change.					
5.4	The change has reduced labor turnover.					
5.5	The municipal change has resulted in employees to be more at work.					
5.6	Change motivates employees to improve their skills and career development.					
5.7	Change creates cohesion among employees.					
5.8	I feel honored when change initiatives are communicated before implementation for my input.					

APPENDIX B: APPROVAL LETTER FROM EMALAHLENI LOCAL MUNICIPALITY



EMALAHLENI

Local Municipality

P.O. BOX 3,
WITBANK,
MPUMALANGA
1035

TEL: 013 690 6911
FAX: 013 690 6207

www.emalahleni.gov.za

Emalahleni, Mandela Street
Tel: 013 6906911

Ge-Nela, Quintin Street
Tel: 017 648 2241

Oglos, Roofweg
Tel: 013 643 1027

4/1/1/1 (H.S Mayisela)
Tel. No 013 6906208

Ms M.M Skosana
P.O Box 1101
Siyabuswa
0472

Date: 07 June 2017

**LETTER OF APPROVAL FOR Ms MM SKOSANA TO CONDUCT THE RESEARCH
IN EMALAHLENI LOCAL MUNICIPALITY**

This letter serves to confirm that **Ms MM Skosana**, i.D No. 8111230402080 is granted the permission to conduct the research study with the title **"THE INFLUENCE OF A CHANGE MANAGEMENT PROCESS ON WORK RELATED ATTITUDES: THE CASE OF EMALAHLENI LOCAL MUNICIPALITY"** at Emalahleni Local Municipality. The Municipality requests that the outcome of the study be presented to Emalahleni Local Municipality.

Hoping you shall find the above in order and should you have any queries you are welcomed to contact the undersigned.

All the best with your studies.


.....
Mr Theo Van Vuuren
Municipal Manager