SPIRAL DYNAMICS INTEGRAL AND VALUE-DRIVEN BEHAVIOURS: AN INQUIRY INTO HOW CHANGE MANIFESTS AT KROST SHELVING (PTY) LTD.

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Declaration of Authenticity

I declare that the research project, Spiral Dynamics Integral and Value-Driven Behaviours: An Inquiry into How Change Manifests at Krost Shelving (Pty) Ltd, is my own work and that each source of information used has been acknowledged by means of a complete Harvard Referencing System. This thesis has not been submitted before for any other research project, degree, or examination at any university.
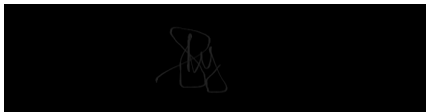
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Dedication

A special dedication to Dr Loraine Laubscher, who was called to rest, on 28 July 2020 in the loving arms of the Almighty. Thank you for your wisdom, knowledge and understanding of Spiral Dynamics Integral and the Human Niches, that you shared so freely with anyone that sought your expertise. You were truly an inspiration to all who have had the pleasure of meeting you. Your legacy lives on through all your faithful colleagues, students, admirers, prodigies, and dear friends. I pray that this thesis accomplishes its goal in portraying all the knowledge with which you have enriched my life. It is very evident that you have left me eager to gain further in-depth understanding of Spiral Dynamics Integral and the Human Niches in the future. You are forever in our minds, thoughts, and hearts.

Abstract

This study entails an inquiry into how change manifests at Krost Shelving (Pty) Ltd, in respect of Spiral Dynamics Integral and Value Driven Behaviours. The researcher adopted a qualitative research approach, and a grounded theory methodology was utilised. The primary purpose of this study was to consider the Value-Driven Behaviours of employees before and during the change processes, behaviours are often overlooked by management. Secondly, the intent was to determine how changes impact on the Value-Driven Behaviours of employees. Thirdly, to establish how the understanding of Value-Driven Behaviours can be enhanced in respect of Change. Fourthly, I sought to establish the human elements that ought to be included in the change processes, through Spiral Dynamics Integral, also called Human Niches, ensuring that resistance and non-compliance to change is minimised. Therefore, the establishment of all the fundamental elements were identified as essential, through the Interconnectivity of Change Framework and meta-insights were gained from this study.

Twenty-one participants, all administration employees of Krost Shelving (Pty) Ltd, were selected to offer insights into their perceptions of how change manifested within the organisation. The data collection method chosen was one-on-one, semi-structured interviews that were voice recorded and later transcribed by the researcher. The semi-structured questionnaire comprising of open-ended questions ensured rich data collection. Twenty-one participants were interviewed between the period 12 April 2018 and 07 July 2018. The Spiral Dynamics questionnaire was completed by the same research participants on the day of the interview immediately after their one-on-one interview. The recordings were transcribed, allowing the qualitative data analysis to evidence and lead to thematic analysis. With the data collected, open coding, axial coding and selective coding as described by Mezmir (2020) came into play, to enable the categories and categories to filter through. The researcher composed Spiral Dynamics Integral questionnaire posed to the participants during the interview process.

The research results and findings concluded anxiety, depression, stress, worthlessness, and a loss of confidence are Value Driven Behavioural contributing factors to the success or failure of change initiatives. The knowledge of Spiral Dynamics Integral and Human Niches will enable understanding of the human elements and entice innovative change successes. This thesis places the human element and individuals at the centre, because any change within an organisation requires the employees' co-operation. Without employee co-operation, vicissitude and change become highly improbable.

Key Words: Change, Management, Spiral Dynamics Integral, Human Niches, Vicissitude, Value-Driven Behaviour.

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ERP	:	Enterprise Resource Planning Systems
CSI	:	Change State Indicator
RP	:	Research Participants
NPR	:	Non-Research Participants
ф	:	Represents Upper Managements' Names
ॐ	:	Represents an Employee's Name that was Mentioned
Psych Cap	:	Psychological Capital
ROI	:	Return On Investment
TIPS	:	Da Vinci management principle incorporating Technology, Innovation, People and Systems.

APPENDICES

CHAPTER 1:
GENERAL ORIENTATION

1.1   Introduction

Today, factors and trends such as globalisation, mergers, acquisitions, and competition within the manufacturing industry, force organisations to change. Both the individual and the organisation first must accept that change is inevitable and is required in order to avoid perishing. Therefore, both must follow a concurrent path for change to be a success. Khaw, Alnoor, Al-Abrrow, Tiberius, Ganesan, and Atshan (2022:18) observed, achieving the goals of change initiatives within organisations are often a struggle due to the lack of acknowledgement that the heart of change are the employees. Heathfield (2021:1) asserted change requires new ways of thinking, especially with employees having the fear of the unknown, and is in agreement with Rehman, Mahmood, Ibtasam, Murtaza, Iqbal and Molnár (2021:2) that change within organisations face the greatest challenge, employees' perceptions of the change that affect attitudes, behaviours and emotions of the employees.

The focus of this study is to explore Spiral Dynamics Integral and Value-Driven Behaviours: An Inquiry into How Change Manifests at Krost Shelving (Pty) Ltd. In this context, employees at Krost Shelving (Pty) Ltd, were invited to share their views on the current changes and the management of these changes and thereby, the implicated impact on their work. This study, by use of qualitative methodology, assisted the researcher in understanding the Value-Driven Behaviours related to change examined in Chapter 4. In this chapter, the researcher presents the background of the research, defines key terms, clarifies the research objectives, aims, research questions, allowing the description of the significance of this research, the role of the researcher, research philosophy and includes the chapter layout.

1.2   Background

Krost Shelving (Pty) Ltd is South Africa's major manufacturer and distributor of customised steel shelving, racking, lockers, and mezzanine floors. As in any industry, the manufacturing sector needs to change in order to maintain a competitive advantage. The organisation, Krost Shelving (Pty) Ltd, remains a historically rich company with humble origins in the early 1950s and official

establishment in 1965. Krost is a company that boasts over 57 years' experience in manufacturing exceptional products and their quality guarantee is solid. Their word is backed by an established company and means much more than a fly-by-night start-up company. 'Our motto is simple yet effective – we care' (www.krostshelving.co.za). In line with this statement and to manage inventory control, new inventory systems were proposed for implementation to speed up production, keep accurate stock figures and to lessen the workload of each department. In addition, two managers have been appointed as Executive Directors of the company, enabling them to change systems and implement strategies. Thus, change was introduced to the organisation. However, there are great difficulties in achieving the goals that change requires in its wake.

Apart from the various other challenges that arise during any change in an organisation, employee adaptations and perceptions of this change play a vital role. All types of change require the full co-operation of employees. Viljoen (2015) emphasised the significance of human reactions to change and the implication of psyche on both individuals and organisations. Change is so prevalent in the new world of work, facing the challenge of communicating transformation awareness to all employees, and ensuring management skills are at its peak, to optimise human behaviour. However, the acceptance or resistance to change manipulates the change process to be a success or a failure. Giani (2016) asserted that employees are the most common obstacle to change. Beck, Larsen, Solonin, Viljoen and Johns (2018) re-iterated that changing life conditions may force humans to adapt. According to Kemper, Hall, and Ballantine (2019), to create a lasting and effective change is to recognise and work with values by understanding worldviews. Change is affected by the human factor. Giani (2016:2) defined the human factor of change as "the sum of different causes and actions that take to involve people affected by the change". According to Safo-Adu (2014), change often is a failure within the organisation if the human element is ignored or minimal attention is displayed.

Organisations first need to understand the employee and the employees' reaction or behaviour towards change. The researcher found it relevant to adopt the understandings as portrayed in Spiral Dynamics Integral, to gain further understanding. Laubscher (2013) adapted Beck and Cowan's (1996) approach regarding Spiral Dynamics Integral and portrays the Human Niches in various colours: Beige, Purple, Red, Blue, Orange, Green, Yellow and Turquoise. These different

personalities understand the concepts of the objectives to suit their own culture unless reined in by a strong leader. Beck and Cowan (1996:71) argued that previous books on change collect dust on shelves due to the fact that they are "missing the key mechanisms, that impact human dynamics. Rather than categorising people as types, Spiral Dynamics Integral addresses how humans cope when faced by certain circumstances in the world around them". Otero (2020) considers Spiral Dynamics Integral to be the most powerful tool that reflects a way towards human development and human social change foresight. Wagner's (2015) research utilising Spiral Dynamics Integral proved that knowledge creation is strongly emphasised in both individual and organisational Levels/Niches. Butters (2015) emphasised that Spiral Dynamics Integral continues to grow and become more established as it is applied in practice in all walks of life. According to Prinsloo's (2018) comparison of Spiral Dynamics Integral to other consciousness models in action, the full integral spectrum of oneself, others and the organisation are addressed in Spiral Dynamics Integral, offering a deeper understanding of human behaviour. Therefore, this study focuses on Spiral Dynamics Integral and Value-Driven Behaviours, and is an inquiry on how change manifests at Krost Shelving (Pty) Ltd. In this research, it is the researcher's intent for readers to understand concerns or problems and leverage untapped possibilities within any organisation, with the aim of improving and being successful in this fast-changing and competitive world.

1.3   Key Terms

1.3.1 *Introduction*

'Change', when often used in light conversation, is perceived to be a simple process within an organisation. However, change within any organisation is a concept that is complex and multidimensional. Change viewed in simplicity tarnishes proper understanding and complexity, leading to incorrect generalisation, misunderstanding, disintegration or even clichés. Change within an organisation, irrespective of whether it has to occur due to new technology, corporate compliances, mergers and acquisitions, or general improvements, may lead to changes affecting the stakeholders, especially employees, which need to be considered, in order to gain their buy-in and engagement, which ultimately affect the success of the organisation. The following terms will be utilised throughout this research therefore they will be conceptualised in this section: 'Value-Driven Behaviour', 'Organisational Change', 'Vicissitude', 'Perceptions', 'Resistance', 'Spiral Dynamics Integral' and 'Human Niches'.

1.3.2 *Value-Driven Behaviour*

It is human nature to respond to external or internal events, thus categorising any reaction as behaviour. The study of the human mind and its functions defines Value-Driven and in a given context, especially those that affect behaviour. The link between Value-Driven and behaviour includes, both individually and collectively, the study of human thoughts and actions and the response related thereto. Diebels and Leary (2019) noted that historically, Value-Driven Behaviour measures were utilised to understand different individual personalities that prompt certain human behaviour because people differ in the degree to which they believe that everything is one, but we know little about the Value-Driven Behaviour or social implications of holding this belief. A value-driven contract is an unwritten mutual agreement between an employer and employee of expectations, understanding and commitments. According to O'Donahue, Hutchings and Hansen (2017:1380), the most important tool, in over 30 years, for any organisation to be healthy and prosperous, is psychological or value-driven contracts which can only be established by human resources.

Magano and Thomas (2017:5) believed that psychological or value-driven contracts can easily be broken during change within the organisation due to the employer's broken promises. O'Donahue *et al.* (2017:1380) further emphasised the importance of value-driven capital that affects the employee's attitude and behaviour within and towards the organisation. Naidoo, Abarantyne and Rugimbana's (2019:3) findings emphasised the importance of value-driven contracts and employee behaviour that contribute to employee retention with employees' engagement, commitment, and job satisfaction as the critical factors. Savarimuthu and Rachael's (2017) findings concluded that employee behaviour is shaped by psychological or value-driven contracts and benefits both parties. Anggraeni, Dwiatmadja and Yuniawan (2017:7) postulated that psychological or value-driven contracts reflect a positive outcome when employees' perceptions and behaviour related to the concept are better.

1.3.3 *Organisational Change*

According to Boohene and Williams (2012), constant change is eminent due to the increasingly volatile environment in which we live. Gartenstein (2018) considers organisational change to be a field of management theory based on the stages that any organisation will go through as the

company evolves. McPheat (2010:6) states: 'Whatever business you are in, you know that change is the only constant and managing this change is a challenging process'. McPheat (2010) reiterates further that managing this change does not only mean to go through the change by means of coping with this change, or surviving this change, but instead that change requires a well-constructed change process that enables successful implementation of this change. According to Gilley, Gilley, and McMillan (2009), the word 'change' is often described as ambiguous although it has many possible meanings. According to the Business Dictionary, organisational change is the 'Company or organisation going through a transformation. Organisational change occurs when business strategies or major sections of an organisation are altered. Also known as reorganisation, restructuring and turnaround'. In respect of modern organisations, the current terminology and language stimulates the range of change, though in essence changing the context and assumptions of change.

1.3.4 Vicissitude

Vicissitude is defined as a change or variation occurring in the course of something: interchange or alteration, as a state of things. The description aptly mirrors the definition of change ineptly transforming one situation into another within a specific time frame. Blom and Viljoen (2016:2) stated: "In contrast to the term 'change', the term 'vicissitude' encompasses the fact of change, coupled with the requirement of change". Blom and Viljoen (2016) believe that consciousness is the real power of individual vicissitude that may aid an organisation's change. According to Blom (2015), the word 'vicissitude' comprises the certainty of change, combined with the essentiality of change. This study theorises on the vicissitude of change by using strategies, methodology, theoretical models, and human behaviour as a whole, through grounded theory methodology as a base.

1.3.5 *Perceptions*

According to Huss (2013), our perception skills depend most of the time on our senses, that are considered to be the 'windows or doors' of our subconscious. Huss (2013) further extrapolates these windows or doors to be coded as visual (eyes), auditory (ears), kinaesthetic (touch and emotions) olfactory (nose) and gustatory (taste). These windows and doors are a form of communication. Employee perceptions of the changes within the organisation are detrimental to

the success of this change. Michel (2020) projected perception to be the most fundamental component of value-driven science defined by how we see, hear, touch, taste, and smell thus they are higher-level cognitive processes that allow us to integrate and interpret our senses. According to Michel (2020), there are many factors which control or shape and sometimes distort perception that can reside in the perceiver, in the object or target being perceived, or in the context of the situation in which perception is made. Human behaviour is based on human perception of what is reality and not reality, recognising what is needed to be understood, together with the complex process of perception itself. Hussein (2017) postulated that perception involves recognising environmental stimuli and the reactions to this stimulus thus proposing perception to be the key to gaining information and understanding the world. Michel (2020) mentioned that higher order cognitive processes such as beliefs, desires, and motivations, expend significant top-down influences on basic perceptual processes, altering basic perceptions.

Pearson (2017) emphasised the importance of perception and human behaviour due to the acceptance of what they perceive instead of the fact. Catenacci (2017) proclaimed that the perception of one individual may be different from that of another and both these individuals' perceptions may be totally different from reality. Laubscher's (2013) concept of Human Niches that define the different thinking systems of people in general is intertwined with Dhingra and Dhingra's (2011) theory. This research investigates the different perceptions of employees while the organisation undergoes the change process. Hrebiniak (1974 and 2017) expressed the view that job levels and perceived deficiency in terms of accountability, have differential effects on work related attitudes and perceptions; therefore, behavioural controls may provide an effortless, more direct path to adequate completion of changes and, hence, higher perceptions of professional efficacy. Regardless of precise information in the possession of employees, their mindsets and opinions impact on every stage of change. It is therefore important to contemplate all aspects of perception. However, being fortified with ammunition to feed the employees' way of thinking should be steered towards positive adaptation. Perception is revisited in Section 5.2 of Chapter 5.

1.3.6 *Resistance to Change*

Resistance to change is elaborated upon in Section 5.12 of Chapter 5. Zander's (1950:9) definition of the term 'Resistance to Change' is the reaction of an individual aimed to protect oneself from the influences of actual or assumed change. Dent and Goldberg (1999:34, 2013) argued that Zander's (1950) definition has transformed to a value-driven concept, restoring it to its roots as a system understanding. Damawan and Azizah (2019), in addition, mentioned the frustrations and negativity linked to resistance must be addressed although it is an annihilator that runs in opposition to the interests of the organisation and is depicted as a form of rejection to perform duties, or is performed with as little effort as possible. Organisations must seriously consider resistance to change and ensure strategies are put in place to combat with the resistance.

It is vital to eliminate the negativity in respect of change, at the earliest stages. The responsibility of identifying and tackling the issues with assurance at each stage of resistance, falls upon the managers. Resistance is interjected by the fear of the unknown, therefore, to ensure employees are made aware of the change initiatives, the change must be communicated prior to the planning stages, enabling them to have time to accept the change, terminating any prospects of resistance. The importance of communication is detailed in Section 4.10 of Chapter 4. Many authors (Johnen, 2017; Rajput, 2018; Babauta,2021 and Perry, 2018) considered change and resistance to be the ebb and flow of organisational life. Jost (2015) believed that from a social value-driven perspective, the inherently conservative aspects of the human mind are central to the phenomenon of resistance to change. Duda (2016) mentioned that facts, beliefs, and values are the most important factors making up a person's state of mind. The ways of human beings are prone to custom and tradition which need a greater understanding in order to exemplify change as a whole. To gain this in-depth understanding, the researcher obtained knowledge on Spiral Dynamics Integral, as illustrated in Figure 1.1.

1.3.7 *Spiral Dynamics Integral*
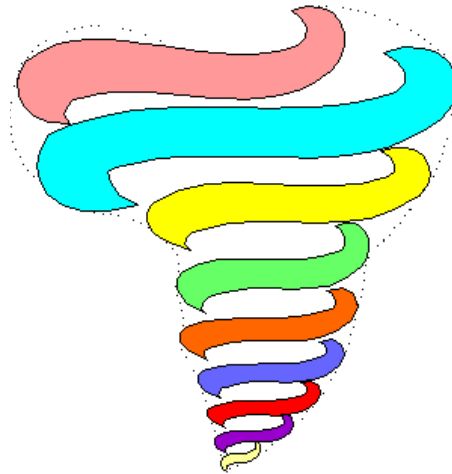
Figure 1.1: Spiral Dynamics Integral - Laubscher (2013:48)

Figure 1.1 illustrates the various ͮMEMEs of Spiral Dynamics Integral in their respective colours, as originally published by Beck and Cowan in 1996. Beck (1996) assigned colours to Graves' (1978) creation of the double helix system. According to Buchanan (2012), as reflected in Figure 1.1, the history of Spiral Dynamics Integral grew out of the work of Clare Graves, proposed a Gravesian Theory in 1978, and further developed by Don Beck and Chris Cowan. Buchanan (2012: 2) further postulated Spiral Dynamics Integral as a development of cultures by means of a rising, widening spiral that increases in complexity, enveloping each culture, to be utilised when in need. It is the researcher's understanding that Beck and Cowan (1996), during the development of the theory, emphasised that each spiral turn was a reflection of the understanding levels with different reality views.

Buchanan (2012:9) further described Beck's developments with each Level/Niches to be a Level/Niche of development postulating ͮMEMEs as colour codes that differentiate between those that prioritise the individual and those that emphasise the collective. Viljoen (2015:57) stressed that Beck's (1996) conceptualisation of the value systems is not to be confused with personal values and should be focused instead on the worth that different people create. The notion of ͮMEMEs is meant to enrich the understanding of cultural dynamics; however, this has been rarely theorised. In *Spiral Dynamics Integral in Action* – Beck *et al.* (2018), Beck prefaced his discussion by asserting that humans are shaped by the code of the spiral; therefore, people can change their own Value-

Driven Behaviours. Spiral Dynamics Integral works with adaptive intelligence and adaptations to change and is the main premise of human beings adjusting to new thinking systems.

Spiral Dynamics Integral applies the terms from 'memetics' which is the study of the evolution of culture and ideas. The human brain is an information carrier that enables an idea to spread itself; this is referred to as aᵛMeme and may also be described as a contagious information pattern. Laubscher (2013:118) stated: "AᵛMeme is an information or energy core that radiates commands, instructions, cultural programmes and social norms into the minds of people". Each step or phase of the Spiral in the Spiral Dynamics Integral represents aᵛMeme, which is termed by Laubscher (2013:8) as Human Niches. These Human Niches express human thinking systems, the ensemble of archetypes, and the question of human existence. Archetypes are basically a prototype or original pattern that has been imitated, of which all of the uniform or similar types are representations or copies thereof. Viljoen (2014:7) refers to the Human Niches as archetypes or fractals - each niche has distinctive properties, making it eccentrically different from other niches. Ultimately, the source of these inferences together with the manifestations of Human Niches, is represented in Graves' (1974:72-87) article, mentioning the bio-psycho-social-spiritual systems in cultures and individuals as they evolve, as well as in Beck and Cowan's (1996) description of the spiral, in our unconsciousness, as the invisible scaffolding. Spiral Dynamics Integral, together with Human Niches, are presented in greater detail in Section 5.14.2 of Chapter 5 and later linked to the Summary in Section 6.3 of Chapter 6.

1.3.8 *Human Niches*

A niche is generally that which is identified as something that an individual excels at. 'Human Niches' is "a term developed and tested" by Laubscher (2013:9) "after years of applying the Spiral Dynamics theory in Africa. The term describes the areas in which people excel because of the questions of existence they ask". The concept of Human Niches was formulated by Laubscher (2013:9 and 30) through contriving the different thinking systems into Human Niches, this being an extension of Spiral Dynamics. Laubscher (2013:10-17) explained thinking systems to be "a specific way of thinking" and further broke down Beige, Purple, Red, Blue, Orange, Green, Yellow and Turquoise Human Niches. Viljoen (2015:59) explained that "Human Niches best describe the essence if the thinking systems that differ from one individual to another, as well as from one

society to the next". Human Niches assist in identifying whether the collective and individualistic systems associate or dissociate and how either occurs.

Viljoen (2015) mentioned that life conditions are constantly changing, thus imploring humans to embrace their new realisms, which now encourages the development of different thinking systems, referring to these various thinking systems as Human Niches. According to Viljoen (2015), different personalities, high and low emotional intelligence, are evident in every niche, and every Human Niche has a fundamental essence that assembles everything else in an archetype. Fuentes (2017:2) took the idea of Human Niches a little further by investigating human nature through behavioural patterns, distinguished cultures and the capacities of individuals related to their own life experiences. Beck (2013) and Laubscher (2013:239-240) in contradiction to part of Fuentes' (2017:5) description of Human Niches, emphasised that Human Niches is more Attitudinal instead of Behavioural. The Human Niches may be envisaged as the structural, environmental, and social realms, including all conceptual circumstances, and ecologies of individuals, groups, and/or communities. The researcher explores Human Niches in greater detail in Chapter 5, Section 5.14.

1.4   Research Problem

Organisations encounter many complexities that include diversity, exponential market changes, the pressures for progressive profitability, complex consumers, economic crisis, and technological challenges. Organisations are often capable of implementing complex changes with relative ease; however, in-spite-of the extensive amount of time and resources devoted to change, implementing holistic change with success remains problematic. Krost Shelving (Pty) Ltd, a family-owned business that thrived for over 56 years with the 'back of the matchbox' type manufacturing, is one such organisation. For the organisation to climb to its greatest heights and remain a going concern, changes were implemented. These changes included Directorship, implementation of inventory systems called Tea-Cup, employment of new staff that once were affiliated to the competitor, Symo (Pty) Ltd and the introduction of Standard Operating Procedures. All these changes have impacted negatively on the employees at the organisation, which lead to the stagnation of the change processes thus compelling the researcher to investigate the underlying problems and solution to the situation. The phenomena of the Value-Driven Behaviours of the employees contribute to the success or failure of change initiatives within any organisation. The utilisation of a Spiral Dynamics

Integral approach enabled the understanding of the Value-Driven Behaviours of the employees, related to the changes within the organisation. The problem is that organisations do not consider the human factor within, which has a major impact on any change initiative; therefore, the researcher invests in the Enquiry of How Change Manifests while utilising Spiral Dynamics Integral and Value-Driven Behaviours as a foundation.

1.4.1 *Aim of The Research*

This study aims to understand how change manifests at Krost Shelving (Pty) Ltd, thus exploring the impact on the employees by utilising Spiral Dynamics Integral and Value-Driven Behaviours. The researcher intends to recommend strategies and processes based on the assumptions of the findings.

1.4.2 *Research Objectives*

The overall objective is understanding the dynamics of employees' reactions to various changes which impacts employees' Value-Driven Behaviour (by using the Spiral Dynamics Integral approach), ultimately affecting the processes within Krost Shelving (Pty) Ltd. The researcher's intent was to investigate how the ethical efficacy interacts with leadership and if it influences behaviour. The research objectives intended were as follows:

(1) to investigate attitudes towards and emotions associated with changes;

(2) to explore employees' perceptions of the change processes or strategies;

(3) to establish underlying perceptions and behaviour of the change outcomes, and

(4) to derive meta-insights into Change, Spiral Dynamics Integral, Human Niches, and Value-Driven Behaviours.

The above objectives are addressed in Chapter 8.

1.4.3 *Research Questions*

1.4.3.1 *Overall Research Question*

The overall research question for the study is as follows: Why, despite all the efforts of successful change in the case of organisations, do managers not consider the Value-Driven Behaviour of employees before and during the change processes?

1.4.3.2 *The sub-research questions are formulated as follows*:

    a) How do changes impact on Value-Driven Behaviours, attitudes, and emotions of employees?

    b) How can the understanding of Value-Driven Behaviour be enhanced in respect of Change?

    c) How does understanding Spiral Dynamics Integral and Human Niches aid changes within an organisation?

    d) What meta-insights can be derived regarding Value-Driven Behaviour, change and change management?

These sub-questions are answered in Section 8.2 of Chapter 8.

1.5   Role of The Researcher

The researcher has been in the manufacturing industry for over 5 years. During employment of the researcher within this organisation, there have been many prospects of change, some that fell apart and almost led to the fall of the organisation. This is when the researcher began to question why the change had caused such a drastic measure. Change within the organisation is complex and somehow, there is a failure to consider the human elements that make or break the success of these changes. The researcher assumed three roles in this research: firstly, as a student, secondly, as the researcher and, lastly, as a participant in the management of the changing environment. The researcher also takes on a stance as an observer during the various research phases. The research was set within the organisation of the researcher's place of employment, thus allowing the researcher to gain access to any information or material related to the research. As an insider, the researcher, cared about the challenges and pressures facing the organisation during change. The researcher through unbiased processes allocated one on one interviews with fellow colleagues and subordinates to conclude this study.

1.6   Significance of The Research

The inevitable, constant quality and accelerating changes in the existence today creates an imperativeness for organisations to adapt. Change is the key within any organisation. There are many factors that may hinder or aid the success of change within an organisation. According to Blom and Viljoen (2016), permeating, pervasive change overwhelms people with anxiety and

doubt. The Value-Driven Behaviour of employees during these change processes plays a crucial role in successful change and to date, this has not been thoroughly researched. Blom and Viljoen's (2016) research examined the impact of leadership on any change initiative and suggest that leaders assist employees to understand the change to result in success. Viljoen (2015) emphasised the importance of significant implications of the employees' psyche that affects any human reaction to change. Nwanzu and Babalola (2019) expressed the opinion that humans react in their own unique way to everything; therefore, organisations need to understand and master the fundamentals of their employees' behaviour and responses to change before embarking on any major change process, to obtain their acceptance of change together with efficacy. According to Lorenz, Beer, Pütz, and Heinitz (2016), the focus of Psych Cap (Psych Cap refers to an individual's psychological capacity that can be managed or developed) is detrimental to the attitude, behaviour, and performance of employees within the organisation, ensuring improved Value-Driven and physical well-being. The current study attempted to close this identifiable gap related to change.

The researcher conducted exploratory investigations in an effort to increase the body of knowledge on Value-Driven Behaviour related to change. Beck *et al.* (2018) postulated that human beings do not all think alike, nor have the same values or view the world the same way, hence different lenses create different perceptions, allowing adaptation to different forms of change. Laubscher (2013) derived the term 'Human Niches' from the existence of human beings and the areas they excel in, while describing Spiral Dynamics Integral as the adaptation and construction of new value systems to cope with changing lifestyles. Spiral Dynamics Integral is be viewed as a Level/Niche of understanding and awareness of the extraordinary, exceptional insight of personal development. Bhatti (2020) mentioned that human Value-Driven Behaviour, values, morality, beliefs, consciousness, and awareness evolve with time; thus, Spiral Dynamics Integral, the most appropriate model of Value-Driven Behaviour of humans, continuously unfolds, expands, oscillates, and emerges with changing trends and time.

The academic multi-disciplinary work of Spiral Dynamics Integral relating to change in a theoretical context is under explored, especially in South Africa. The emergence of COVID-19 is a new, life-changing situation for the researcher and for the entire globe which, according to Graves (1974:72-87), may lead to changing thinking structures. There are no linked case studies or research

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thus far, which led the researcher to include COVID-19 and the Spiral Dynamics Integral related to change in this PhD research. Change and Change Management is described in detail in Chapter 4; Value-Driven Behaviours, Spiral Dynamics Integral and Human Niches are addressed thoroughly in Chapter 5, and the Pandemic COVID-19 is detailed in Section 5.14.3 of Chapter 5. Inspired by Laubscher (2013), the research reviews the concerns of employees operating at different Levels/Niches on the spiral and who are already being challenged by change itself let alone the customisation of their personal changes. The researcher intended to utilise Human Niches, Spiral Dynamics Integral with its various colours and codes, to identify and understand Value-Driven Behaviours. The researcher also attempted to utilise the combination of previous theoretical frameworks with this study and the results thereof, to address prospective flaws in the system and enhancement with the change; improve managements awareness of the efficacy of the new system and the processes; employees at all Levels/Niches to be motivated so that any ensuing changes will be embraced; suggestions and involvement of employees new ideas will assist in promoting innovation, and boosts employee morale when they are included in these matters, thus enticing them to substantial commitment.

1.7   The Use of Grounded Theory in This Study

The researcher's theoretical foundation includes an introduction to change, models related to change; the appropriate communication methods of the change; Value-Driven Behaviours related to change; resistance to change; Spiral Dynamics Integral, Human Niches, and the strategies to combat the outcomes of the findings. According to Sekaran and Bougie (2016), a literature review is a step-by-step process involving the identification, assessing the issue and documenting of subsidiary data sources regarding the area of focus. Charmaz (2006:2) stated that grounded theory methods comprise systematic, yet flexible guidelines for collecting and analysing qualitative data to establish theories grounded in the data themselves, while Lambert (2019) in agreement simplified grounded theory even further by arguing that a theory is wholly drawn from real data. This research will follow a grounded theory approach (qualitative). Grounded Theory is addressed in detail in Section 2.3 of Chapter 2, Research Methodology.

According to Hickey (1997), in a grounded theory study, the literature of grounded theory has substantial significance throughout every stage of the study. Stringer (2014) asserted that in

qualitative research, the importance of how and when to use literature becomes pertinent during the processes of data analysis in grounded theory. Tummers and Karsten (2012) expressed the view that a conventional review of literature is hindered in a traditional format of grounded theory, so the researcher avoids the imposition of existing theories or knowledge on the inquiry's undertaking and conclusions. The researcher applied Glaser's (1992) approach of engaging with literature from the very beginning of the research and attempted to persevere with Glaser's (2010) avoidance in respect of contamination and constraining of the data with existing concepts or codes. The researcher utilised literature as data sources in the form of existing theory, reports, journal articles and published theses. The researcher temporarily ceased delving in detail into the theories and literature until later in Chapters 4 and 5 respectively, thereby, adopting this approach with the intention of giving the reader of this research the opportunity to observe and understand this stance.

1.8   Research Philosophy

The actual worth of philosophy is that it enlightens us on *How to think* and not *What to think*. According to De Vos *et al.* (2011), philosophy is the investigation or study of meaning, thought and knowledge, and study of the principles of the underlying conduct that reflects a design as maintained by the views of scientists regarding the objects of research within a particular discipline. The researcher is aware that some of these citations are older than 10 years; however, they are referenced because of their accurate impact on the topic discussed and best explains it. Terre-Blanche, Durrheim and Painter (2006) postulated research philosophies to be comprehensive systems of inter-linked applications and thinking, which define the essence of the enquiry through the dimensions of ontology, epistemology, and methodology for researchers. Research philosophy is an understanding about the way in which data about a phenomenon should be gathered, analysed, and utilised. The four core disciplines of research philosophy discussed next are ontology (1.8.1), epistemology (1.8.2), logic (1.8.4), and ethics (1.9).

1.8.1 *Ontology*

According to Mouton and Marais (1988:18), ontology refers to "The study of being or reality". Ontology is the science or theory of being, a nature of reality or a patterned set of assumptions regarding reality. Corazzon (2016:6) stated that ontology is a theory of objects that provides criteria for distinguishing different types of objects (concrete and abstract, real, and ideal, independent and

dependent, and existent and non-existent), together with the related ties (dependencies, relations, and predication). Liu, Kammar, Sasaki, and Uehara. (2017:585) refers to ontology as knowledge models which enable reasoning, summarises concepts and relationships, as well as data integration, by utilisation of design patterns that are a re-usable solution. Al-Saadi, Setchi and Hicks (2017) summarised ontology as what exists in the social world that relates to the beliefs of reality, together with the nature of reality. According to Andrews (2016), social constructivism originated some thirty years ago in an attempt to come to terms with the nature of reality. Taylor (2018) emphasised that social constructivism is development of knowledge dependent upon interactions with others.

Amineh and Asl (2015:13) describe social constructivism as "a theory of knowledge in sociology and communication theory that examines the knowledge and understandings of the world that are developed jointly by individuals". Nzilano (2015) refers to the underlying philosophical views of social constructivism as the transformation of people's thoughts into knowledge created from their own reality. According to Marshall (2017), social interaction enables humans to learn more about who they are and about others. Dagar and Yadav (2016) share Vygotsky's (1978) view for knowledge construction to be a social intersection of people that involves sharing, comparing, and debating with one another. Therefore, it is underlined by a belief of the researcher that human beings are emotional and that their behaviour is guided by these emotions. The researcher adopts the ontological stance of social constructivism. The researcher sort to develop a conceptual framework to guide organisations through successful change initiatives and acknowledge it is human Value-Driven Behaviour that determines a positive (acceptance) or a negative (resistance) outcome.

1.8.2 *Epistemology: Interpretivism*

Shamshiri (2016:2) declared that epistemology incorporates two Greek words: "*episteme* meaning knowledge and *logos* which signifies studying or theory and further affirmed epistemology to be an enquiry into the grounds and nature of knowledge". Moser (2010:2) mentioned that "epistemology is the theory of knowledge, the philosophical study of the nature, origin, and scope of knowledge" and further expressed epistemology to be the philosophical project that formulates such an explanation. Knowledge is one of the most basic issues in philosophy and is conceptualised to be gained by experience and observation. Wasik (2016) viewed epistemology with both a meta-

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scientific understanding that is an ordered set of investigative perspectives and a psychophysiological approach, which is the study of the inter-relationships between mind and body, whereby the human factor of sensorial and mental activities cognizes the information about reality. According or Gamber (2018), millennial epistemology does not subjugate concrete claims of moral rights and wrongs in reality. Wasik (2016) further postulated that individual cognition and communication forms human epistemology from the surrounding world of everyday life.

Da Silva (2018) introduced another version of epistemology as knowledge-first epistemology, linking this to the knowledge norm of action. According to Protopopescu (2016), the study of knowledge based on the intuitionistic conception of truth is known as intuitionistic epistemology. Every statement or proposition is linked to the truth by being either true or false. Gamber (2018) assumed that the truth-making and knowledge-making of epistemology are aided by conscious and unconscious processes of culture, while DiStefano (2018:13) enunciated epistemology to be about justifying and evidencing connection or links, irrespective of specific causal tendencies in human beings. The term 'epistemology' (what is known to be true) as opposed to 'doxology' (what is believed to be true) encompasses the various philosophies of a research approach. The researcher intends to adopt a social constructivist epistemology, as mentioned by Bryant and Charmaz (2012), that involves the study of how participants formulate meaning and actions in particular circumstances.

According to Brown (2015), interpretivism as a branch of epistemology allows the researcher to be submerged as part of the research of people within the selected environment. Chowdhury (2015) acknowledged that interpretivism allows for multiple perspectives of reality through the eyes of the participants of research, their characters, behaviour, and interactions with others. Pham (2018) emphasised that interpretivism permits the researcher's collective data to deeply understand and describe humans, objects, or events in a social context. Pulla and Carter (2018) asserted that the traits of qualitative research principally seek the understanding of individual interpretations of human actions and explicitly grounded theory, encompassing interpretivism that lodges itself perfectly into qualitative research methodology. The researcher has adopted the Interpretivism epistemological approach in lieu of the knowledge in this research to be personal, subjective, and unique, in conjunction to the understanding of human behaviour. In this research, the researcher

recognises reality as being free flowing and knowledge as intuitive, without a permanent or a solitary reality. Charmaz (2006:19) contends that there are multiple realities in the world and "generalisations" are "partial, conditional and situated in time and space."

The researcher, aligned with the understanding of this reality and the qualitative (descriptive) methodological approach, acknowledges the existence of different individuals and different characteristics while pursuing the creation of 'findings' in this study. The researcher identifies herself as an operative, unbiased and subjective participant in the generation of the participants data and is not a totally objective instrument of data collection. The researcher, an executive Director of the organisation, interacted daily with the research participants, through interview processes and accepts the knowledge or data gathered is directly from the research participants' previous experiences, beliefs, their values, and interactions, making this study a collaborative, inductive process. The researcher, in an attempt to capture and narrate the story of the research participants, adopts the interpretivist epistemological approach.

1.8.3 *Methodological Assumptions*

Appreciation of the range of research traditions, methods and procedures is necessary to produce quality research. To achieve this, the ability to construe research as an argument rather than a search for absolute truth, is required. According to Sekeran and Bougie (2013), research is a process of resolving issues through the research and analysis of specific elements. McNabb (2017) asserted that research methodology is the perspective considered to obtain the information required. In the words of Dave (2013:1) and Creswell (2009:175), "methodological assumptions consist of the researcher's assumptions in respect of the methods utilised in the process of qualitative research". Dave (2013) further described the procedures that will be used will be inductive and are based on the researcher's own experience in collecting and analysing data, thereby allowing the research to be the product of the values of the researcher. This research follows a constructivist grounded theory approach suggesting that the theory will emerge from the data. Research methodology assumptions include qualitative research, detailed in Section 2.1 of Chapter 2 and grounded theory, thoroughly addressed in Section 2.3 of Chapter 2.

Theoretical sampling is elaborated on in Section 2.4.2 of Chapter 2, and also played a role in giving direction to the review of literature that sourced further content analysis for the clarification of themes. As mentioned by Birks and Mills (2011), even though consistent reading was encouraged in all areas of the research, review of this research related topic was reduced prior to the data analysis and documenting phases, thus aligning this research to the grounded theory-based studies. In accordance with Charmaz (2006), this served as an additional source of data in opposition of influencing the advancement of any meta-insights.

Lincoln, Lynham, and Guba (2011) disclosed that methodological questions are engaged in the approach the researcher reveals, what can be known and incorporating the comprehensive strategy of undertaking the research, providing a holistic configuration of the procedures and methodological views to be endorsed. According to Teherani *et al.* (2015), qualitative research starts from natural settings that are fundamentally different sets of beliefs. Martins, Martins and Viljoen (2017) highlighted the offerings of a qualitative approach to be an open and descriptive dialogue, just as Green and Thorogood (2018) described qualitative research to be a fluid, lifelike vehicle for enquiry. Martins *et al.* (2017) further postulated that qualitative research exudes flexibility, thus inferring the approach to be reflexive in nature. This study is qualitative in nature. Analysis followed the grounded theory methodology of simultaneous data collection and development of theory, resulting in analytic interpretations of participants' worldviews. Martins *et al.* (2017) confirmed that grounded theory can be adapted by the researcher as a method or a methodology. Khan (2014) postulated that grounded theory is basically a step towards conceptual thinking utilising qualitative research to build a theory. Lessem and Schieffer (2010) referred to grounded theory as a method of theorising that which belongs in the trajectory of Integral Research linked to critical rationalism.

Martins *et al.* (2017) asserted that the combination of a research situation and data gathered are the foundations of grounded theory. Galinsky *et al.* (2015) indicated that grounded theory utilises symbolic interactions as an approach to expose the procedures that actors under investigation create and enact meaning, thus conceptualising and understanding the resultant data. Grounded theory is revisited in Section 2.3 of Chapter 2. This study sought various perspectives from participants, such as perspectives developed through one-on-one interviews and multiple interactions. The researcher

adopted an interpretivist stance towards data collection and data analysis. As mentioned by Charmaz (2006), the emerging categories developed built upon a grounded theory-based methodology. The emerging categories are reflected in Chapter 3 through Data Collected, Open Coding, Axial Coding and Selective Coding, which are thoroughly discussed in Chapter 2. The researcher, guided by Mayring (2015), adopted this methodology as the most applicable on account of the principal purpose being to permit research findings to materialize iteratively from categories within the data sources excluding the constraints of structured quantitative methodologies. Considering that the derivation of meta-insights was one of the main aims of this research, such an approach was fitting.

1.8.4 *Logic*

Logical assumptions are interpreted as the study of valid reasoning or reasoning conducted or assessed according to strict principles of validity that encompasses governing right inferences. Magnus (2017) described logic as an evaluation of an argument differentiating the good from the bad. Mosley (2017:7) declared that 'logic is the inquiry of the manifestations of correct inference'. The possibility of History and Science, according to Mosley (2017), is based on logic. Miller and Miller (2015) noted that those emotions cannot be deprecated from logic when searching for the truth. According to Bradford (2017), inductive logic forms comprehensive generalisations from particular observations. Hawthorne (2020) described inductive logic as an argumentation of evidential support with the truth of the premises imparting a degree of support for the truth of the conclusion. Inductive logic is a type of reasoning that involves extracting a general conclusion from a set of specific observations. Sznajder's (2017) findings on inductive logic is the vital inclusion of human cognitive representations and the utilisation of conceptual spaces. Inductive logic allowed the researcher to make many observations, discern patterns, to generalise, and infer an explanation or a theory. An inductive logical approach was adopted by the researcher to understand the Vale-Driven Behaviours of the individuals related to changes occurring within the organisation.

1.8.5 *Delimitations of The Study*

According to Wolcott (2009), delimitations is a useful category that provides an outset in academic writing. Simon (2011) emphasised that delimitations are characteristics that limit the scope of study

by defining the boundaries. Simon (2011) further postulated that delimitations include implicit and explicit understandings of the criteria of participants and also what the study will not cover. Leedy (2010) mentioned that whatever the researcher omits or is not going to do, is stated in the delimitations. According to Akomea-Frimpong (2017), delimitations provide a scope that assist to conclude findings, and determine the reliability and validity of research. The researcher adopted the delimitations, thereby assisting the research focus, given the complexity and vast variables active in the context of change and the Value-Driven Behaviour related to change.

This research is: (a) related to qualitative research as opposed to quantitative research; (b) concerning individual change processes instead of human resource processes; (c) intended to achieve an individual vicissitude and integrated systemic human approach instead of a mechanistic approach to change; (d) in respect of the conceptualisation of change and Value-Driven Behaviour emerging variables from the data, and what can subsequently be concluded in substitution of innovation. This analysis comprised of qualitative research incorporating semi-structured interviews, notes and participant personal views. The methodology utilised is Grounded Theory. This research was not intended to constitute a mechanistic approach but rather to seek the understanding of behaviours that impact change and change process and how it should be dealt with. The researcher maintained to not only dive into the theory of Spiral Dynamics Integral and Human Niches, but also indulged in both the theoretical aspects and employees' individual perceptions, thus crossing the boundary to build a PhD between a scientific and practitioner approach to the PhD, against the backdrop of the COVID-19 pandemic and the changes which ensued during the pandemic.

1.8.6 *Ensuring Confidentiality, Anonymity and No Harm Comes to Participants*
All participants of the study were voluntary and have been ensured that their identities would remain anonymous and confidential. Confidentiality is a notion in research ethics that is concerned with an individual's privacy when participating in research. Hughes *et al.* (2010) stated: "Confidentiality is the protection of personal information and data. In research setting this concerns protecting the identity of research participants and sensitive data". Anonymity is a word derived from anonymous that describes situations where the participants' identity is unknown to the reader of the study. Ghappour (2017) asserted that anonymity is a method that registers privacy endorsed

by law to protect individuals or participants. Guardian (2015:2) declared that individuals will often speak more honestly and freely if they are allowed to speak anonymously. Ronald (2008:21-22) stated that "no one should be forcibly prevented from acting in any way he chooses provided his acts are not invasive of the free acts of others". Jorge (2012) expressed the view that wrong action against or an infliction of harm on an individual in any form, conforms to unethical behaviour. Participants have been assured that the recorded interviews are safely store away from everyone and will not affect their jobs, work, salary, bonus, or any other aspect of their positions at Krost Shelving (Pty) Ltd. No harm will come to participants in respect of participating in this study.

1.8.7 *Ensuring That Permission Was Obtained and The Involvement of The Researcher*

Permission, in philosophy, is the aspect of an individual whose performance of a specific activity, otherwise ethically wrong, would thereby involve no ethical fault. Permission is more commonly used to refer to consent. Consent is the legal embodiment of the concept, in which approval is given to another party. IRB Corner (2017:2) argued that permissions and approvals are utilised to communicate and verify the collaboration between an organisation and the researcher, whereby the researcher obtains permissions from the organisation to conduct a study. Permission was granted by the Sole owner and CEO (Appendix A) of the organisation to carry out the study and to permit employees to participate in the study voluntarily. It was implicitly explained to employees that they should only participate in the interview process if they wished to participate, and permission was granted for their participation. The researcher ensured that participants were treated as human beings and not as objects or numbers, and that no unethical tactics or techniques were used to manipulate them.

1.8.8 *Quality Criteria*

Quality criteria are ascertained from the literature linked to the objectives, contribution of research theory, and significance of the research together with the methods and processes involved. Korstjens and Moser (2018) emphasised that credibility, authenticity, transferability, confirmability, and dependability are essential quality criteria for all qualitative research. Credibility, authenticity, transferability, confirmability, and dependability are further discussed in Section 8.4 of Chapter 8. The researcher was a participant in the professional lives of the sample

population, thus a two-fold experience enfolded: by hearing responses from interviews and daily living as one of the Directors of the organisation, which increased the credibility of the data.

1.8.8.1 *Credibility*

Credibility may be referred to as the plausibility, trustworthiness, or verisimilitude of research findings. Moon *et al.* (2016) reported that the most common preferences for 'validity' criteria are credibility and dependability, adding with certainty that confirmability and transferability are crucial to judge the quality of research. Robinson (2015) reviewed credibility as congruence, uniting phenomenal reality and the research findings. Barnes *et al.* (2012) emphasised that reflexivity enables readers to interpret for themselves, the context, and conditions under which the knowledge is produced, or the incompleteness or uncertainties experienced. Credibility was ensured by the researcher attempting to remain reflexive throughout the research process and the researcher's academic supervisor's continual review; furthermore, as well as critical reading by the editors of the research added to its credibility. Credibility is revisited in Section 8.4.1 of Chapter 8.

1.8.8.2 *Authenticity*

Creswell and Clark (2011) asserted that authenticity differs from the norm of member checking and is established by context-rich and 'thick' or meaningful descriptions. According to Polit and Beck (2018), authenticity questions whether the researcher can convey or portray the true experiences and feelings of participants. The researcher has ensured authenticity of the data collected from the participants by providing a detailed description of the context and by quoting their words during data analysis, as suggested by Creswell and Clark (2011). To authentically describe what the researcher sought after in this study, the researcher explained who the participants were, and how participants were involved throughout this research. The application of authenticity was reproduced in the research that reflects the employees' empowerment, the organisation, Krost Shelving (Pty) Ltd, and the resultant changed emotional quotient and resilience of employees to cope with any large-scale organisational change. Authenticity is further discussed in Section 8.4.2 of Chapter 8.

1.8.8.3 Transferability

Barnes *et al.* (2012) described transferability as a process performed by readers, applying the results in one situation to other similar situations. According to Amin *et al.* (2020), transferability is an aspirational product of meticulous qualitative research that incorporates thick description and thick interpretation. Robinson (2015) asserted that the application of findings from one study to other situations is also defined as transferability. Trochim (2020) found that the individual who desires to transfer the results of the research to a different context, is responsible for judgement on how realistic the transfer is. Moon *et al.* (2016) advised that researchers should provide transparency of the research, data collection methods and characteristics in the selection of participants. The researcher attempted to achieve transferability through thick description, inclusive of what is verbal during interview processes and the representation of research participants in their environment during data collection. The coding process provides rich detail ensuring the reader gains a clear, meaningful, and pragmatic view of this research by assessing its transferability to the settings and phenomena that are being scrutinised. The researcher attempted to circumvent jargon and to represent the research participants' data in their common language, appropriate for the practical world of work and other relevant organisations, to encourage transferability. The researcher believes that the findings of the research also contribute to the determination of whether it is possible for the reader to transfer this research to their own situations. Transferability is addressed further in Section 8.4.3 of Chapter 8.

1.8.8.4 Confirmability

Korstjens and Moser (2018) described confirmability as the degree to which clearly extracted data is entrenched in the findings and interpretations of the research, thus eliminating issues of it all being a figment of one's imagination. Kennedy-Clarke (2012) postulated that confirmability ensures that the findings are related to the experiences and ideas of the research participants and not the preferences and characteristics of the researcher. Moon *et al.* (2016) accentuated that the importance of the link between the results and conclusions are clear for the researcher to demonstrate confirmability. Treharne and Riggs (2014) emphasised that confirmability is easier to evaluate with utilisation of a completely transparent report of the findings regarding the research. Chowdhury (2015) asserted that some of the aspects of confirmability are triangulation, which assists in reducing examiners bias, the researcher's acknowledgment of assumptions and beliefs,

and recognition of research limitations. To enhance the confirmability of this research, the researcher reflected on the voice and dynamics between the participants and the researcher, remained unbiased through reflective acknowledgement, and checking and re-checking categories and patterns that emerged from the data. The researcher frequently revisited the transcriptions to confirm fidelity to the participants' opinions and experiences, thus eliminating any preferences held by the researcher. Confirmability is revisited in Section 8.4.4 of Chapter 8.

1.8.8.5 *Dependability*

Moon *et al.* (2016) viewed dependability as the uniformity and authenticity of the findings in research with supporting documents as a backing. Chowdhury (2015) advised researchers to adopt the "overlapping method and for the in-depth methodological to be repeated to ensure dependability of the research". Devault (2019) found dependability to be closely related to reliability, while the link to credibility is validity. Korstjens *et al.* (2018) reflected dependability as the strength of the findings in research over a period of time. Treharne *et al.* (2014) suggested that the best course of action for dependability is to ensure that another researcher conclude similar findings through triangulation. Martins *et al.* (2017) explained the three different triangulations utilised to increase validity and creditability of results. These are (Martins *et al.*, 2017:136): (a) investigator triangulation, which involves multiple researchers; (b) data triangulation, which enables the researcher to utilise data from different sources, and (c) methodological routing, consisting of multiple methods of data collection. The researcher was cognisant of dependability and attempted to achieve the recommendations of her academic supervisor and editors' intermittent reviews, with persistent self-reflexiveness, triangulation of data and ultimately, the audit trail on obtaining categories and results. With careful description, the researcher related the methodology in an attempt to enable other researchers to replicate identical data gathering, data analysis and data interpretation processes. Dependability is further addressed in Section 8.4.5 of Chapter 8.

1.8.9 *Elimination of Bias*

Kumar and Yale (2016) expressed the view that bias as a methodical oversight that may occur in the event of any phase of research, during planning, implementing, data collection, analysis and also during the publication stage. Šimundić (2012) expressed the opinion that it is the editor or reviewer's duty to detect any trend or deviation from the truth that causes bias that may

intentionally or unintentionally occur. Pannucci and Wilkins (2010) advised that bias is a systematic error that prevents unprejudiced consideration of research questions; therefore, it must be understood to allow one to critically and independently review the literature. Rajamani (2016) viewed bias as a lack of internal validity that affects the sample selection process. Olteanu *et al.* (2019) recommended complete transparency to allow for evaluation of bias.

Smith and Noble (2014) postulated that the likelihood of bias increases when the study has poor design, and incongruence between the aims and methods are evidenced. Trnka and Smelik (2020) mentioned that in the field of introspective methods related to research, it is extremely important to eliminate all coherent classifications of bias. According to Bryman *et al.* (2011), a biased sample embodies one that does not represent the population from which the sample was initially selected. Yarborough (2021) described bias as any undertaking at any phase of theorising which tends to produce results that vary from the logical truth. The researcher eliminated any biases that may occur, such as stereotyping, race and age discrimination and making assumptions that are generalised. All participants were willing and assured that none of their personal details would be made public or used for marketing purposes.

1.8.10   *Ensuring Participants Have Given Informed Consent*

Consent prevails once an individual voluntarily agrees to the motion or aspiration of another individual. Siegle (2019:2) explained that every individual that participates in research must give their permission to be part of a study and the researcher is obligated to provide these participants with everything they need to know about the study to make an "informed" decision about participating in the research. The following measures were ensured in this study: participants made an autonomous decision to participate in this study and were not coerced in any way; every participant had the intellectual capacity and Value-Driven maturity necessary to understand and participate in this study; all feedback from the participants was treated as private and confidential; all participants had a comprehensive understanding of what the study was about and why the study was carried out, and the explanations given to them were honest in all aspects; the participants were advised that they could withdraw at any time from participation of the study, and the data was securely stored with passwords in an area that is not accessible to anybody else apart from the

researcher. It was understood that the interview process was only completed if the participant was informed and granted permission to undertake the task (Appendix C – Consent Form).

1.9 Ethical Considerations in This Study

Kjellström, Ross and Fridlund (2010) emphasised that the most fundamental principal of any scientific inquiry is achieved by conducting ethically sound research. Fouka and Mantzorou (2011) viewed ethics as a system of principals that depicts between what is right and wrong, thereby critically changing considerations of previous actions and choices. Tshuma (2010:45) emphasised that the objective of ethics in research is to ensure that no one is harmed or suffers any adverse aftermath from research activities. Emery (2016) described ethics as a principal-based reasoning that affects decision-making. Bishop (2013) suggested ethics to be investigative of why things are considered right or wrong and should comprise of complex ideas, applications, and interpretations. It was ensured in this study that all participants, upon completing the questionnaire and during or after the interview process, the information provided was in respect of the purpose for the assessment and that it does not impact on their work or job security. According to Garvey and Stangroom (2013), virtue and ethics speaks directly to everyday people, which consists completely of living in line with the entire divinely arranged universe.

Chetty (2016:1) stated that "ethical considerations forms part of one of the major elements in any research". Ethical guidelines and principals are clearly needed when research involves human beings. Koulouriotis (2011) emphasised that the first consideration must be the notion of informed consent and understanding of the role of the participants and their contributions to the research. Bryman *et al.* (2011) cast this scope far wider by suggesting that ethical considerations need to extend to the harm of non-participants as well. Akaranga and Makau (2016) postulated that sound and moral ways form the platform of ethical principles in research. According to Chetty (2016:1), for a researcher to impart authentic knowledge utilising collaborative approach, the main considerations are (i) the truth, and (ii) the prevention of error. Resnik (2020:3) emphasised that ethical considerations include honesty, integrity, carefulness, openness, respect, confidentiality, and non-discrimination. The researcher ensured that the research was conducted ethically with confirmed ethical processes, including guaranteeing the research participants of the anonymity and granted confidentiality.

Any concerns of negative kickbacks of the participation of employees of the organisation were rendered obsolete by the researcher confirming security measures and concealment of data to be collected. Prior to the interview process, the research participants were informed of the objectives and process of the research. The researcher obtained consent from the participant by the form of a signature on a letter (Appendix B) outlining the scope of the study, and concerns such as anonymity, confidentiality, and willing participation. The researcher, as the Director of the organisation at that stage, was compelled to clarify that the research was purely for research purposes and not related to performance-based measurements or any financial reward. All research participants were made aware that their participation in the study was anonymous, that all information and viewpoints would be treated with confidentiality, and that the presentation of the findings the researcher would ensure that the identification remained protected. Throughout the entire interview process, empathy, honesty, non-discrimination, and respect was maintained and participants were constantly reminded that the interview process can be stopped at any time upon their request should they feel uncomfortable or distressed. Employees of the organisation were informed that they were not compelled to participate and were free to withdraw without repercussions.

Tshuma (2010:45) emphasised that the objective of ethics in research is to ensure that no one is harmed or suffers any adverse aftermath from research activities. According to Schiemer (2017), the starting point of ethical consideration between the researcher and the interviewer includes aspects such as confidentiality, consent, power relations and ownership. Sanjari, Bahramnezhad, Fomani, Shoghi, and Cheraghi (2014) in agreement, mentioned that the ethically challenging nature of qualitative research is that of the relationship between the researcher and the participants. Here, all information provided by the participants was treated with confidentiality and security measures were established for the completed research material to remain private and confidential until it is approved to be destroyed. The researcher informed the participants of the nature, duration, and location of the interview processes, while those participants that emphasised their preferences of the locations would be accommodated as well. The research data would be secure, safe, and protected throughout the process from any unauthorised use or access. The researcher would ensure that the research conforms to work that is informed, emanating from methodological soundness

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and duly characterised by honest reporting. The researcher would report on data gathered from individuals and also focus on meta-insights coded into categories and themes. Research is expected to always be conducted, conceptualised, and disseminated in an ethical manner.

Dongre and Sankaran's (2016:1190) suggestion of "ethics by virtue – morally and ethically good ways" was established based on scarce prior ethical guidelines in qualitative research. Potrata (2010) pronounced that, ethical considerations on grounded theory in particular should not be a prerequisite, due to grounded theory itself being ethical. Research is shared by the participants' experience and there has been no robust evidence of harm related to grounded theory. Sbaraini, Carter, Evans and Blinkhorn (2011) viewed grounded theory as a flexible, unpredictable paradigm of ethical concerns in respect of voluntary participation and protection of confidentiality. Ababneh *et al.* (2020) made positive findings on ethical knowledge, while O'Sullivan *et al.* (2020) postulated in light of a methodological review, that there is no need for bias interpretation; however, bias in publications may be identified through unethical reporting standards.

Abrar and Sidik (2019) emphasised that the researcher's need for ethical consideration includes protection and respect for participants' privacy, to minimise harm and to always promote goodness. In Spiral Dynamics Integral, there are many different types of ethical assumptions, for example, the Blue Niches individual will see ethics differently from a Red Niches Individual; therefore, Interpretivism will cater for such differences. The researcher was extremely aware of ethical and moral issues and how these are constructed in different ways. The researcher attempted to reflect this in the research report.

1.10 TIPS™ Managerial Leadership Framework

The Da Vinci Institute recognised the need to review the existing management and leadership frameworks based on the global shift from an industrial market economy to that of a networked creative economy. The TIPS™ Managerial Leadership Framework include a rational, pragmatic, holistic, and humane clarification of reality that could assist management and leaders within any organisation. Da Vinci Institute (2020:2) states:

The intent of the Da Vinci Institute's TIPS™ Managerial Leadership Framework is to provide a systemic awareness of the multiple sub-systems at play within society, including the workplace; evoking an awareness of existing mental models and the ability to re-think and dissect assumptions about work performance. In applying this complex systemic lens, individuals are afforded an opportunity to make sense (sense making) of their own reality in relation to the proposed conceptual frame.

1.11 Chapter Layout

An overview of the thesis follows.

Chapter 2 addresses the overview of the Research Methodology, proposed Research Design is described, Grounded Theory adopted, Sampling Design, Data Collection, Coding and Analysis of this Research, inclusive of Ensuring Quality Data.

Chapter 3 discusses the stories produced through Open, Axial and Selective Coding processes. The data gathered was subjected to the open coding phase producing a vast number of emerging themes, the narratives affirmed by the data. This is then followed by axial and selective coding in grounded theory that created concepts, and categories which yielded theory.

Chapter 4 outlines the Literature Review of Change, and delves in the types of change, including models linked to change and the strategies therein. Change within an organisation affects the individual linked to the organisation, the team and ultimately, the organisation as a whole, which is depicted by Models of Change, The Inclusivity Model and the Change by the Pandemic, COVID-19.

Chapter 5 examines the different Value-Driven Behaviours related to change that is manifested to ensure a greater depth of understanding of the human factor within the organisation. Each individual often portrays emotions, attitudes and reactions that are different to another's. Often one may view the resistance to change from certain individuals which often leads to total failure of the change. Chapter 5 also shares insights into The Human Niches, with the introduction to Spiral Dynamics Integral. Understanding the diversity of different thinking systems as discussed by Dr.

L. Laubscher, through the coping ˅MEMEs and Gravesian Value, assisted the researcher in the understanding of the acceptance or rejection of the changes within the organisation.

Chapter 6 presents the Findings, Evaluation and Discussions of the Results, portraying Spiral Dynamics Integral and Human Niches in Operation.

Chapter 7 explores the major contribution of this study, The Inclusivity of Change Framework and in-depth revisitation of the Categories that were derived in Chapter 3.

Chapter 8 presents the research questions which are answered, meta-insights gained, the Inclusivity of Change Framework, its contribution, ensuring quality criteria, recommendation, future research and Researcher's Story.

CHAPTER 2:
RESEARCH METHODOLOGY

2.1 Introduction

The purpose of this research was to gain in-depth understanding of How Change Manifests through Spiral Dynamics Integral and Value-Driven Behaviours at Krost Shelving, within the individual and organisation, in addition to attempting to conceptualise the success and sustainability of change. The study of the researcher is based on the responses related to change, whereby the researcher conducted one-on-one, in-depth interviews with employees of Krost Shelving (Pty) Ltd.

Change is important in any organisation for it to remain competitive. It is likewise important to entice staff to accept change or to deal with the causes of resistance to change that the organisation undergoes and to prepare for their willingness to embrace these changes. Scholtz, de Klerk, and de Beer (2020) emphasised that research methodology represents a critical role in the quality of research undertaken. Sekeran and Bougie (2019) described research as simply a process of finding solutions to problems through the study and analysis of situational factors. McNabb (2017) defined research methodology as an approach that is taken to acquire the knowledge of selected information. Coy (2019) asserted that engaging diverse research methodologies covering various inquiries escalates scientific investigations and contributes to the scientific body of knowledge. The researcher adopted a constructivist stance in this research, building upon the Grounded Theory methodology. Tracy (2013) emphasised that research is conducted on a daily basis in everyday life by asking questions, gossip, story-telling, and simplistic conversations. Lê and Schmid (2020) mentioned that qualitative research in respect of its flexibility and diversity, is an important example of methodological innovation.

Varghese, Ramesh, and Veeraiyan (2019) postulated that quality research is identified by the core elements of research methodology within a contemporary practice. Mohajan (2018) stated the research paradigm determines the research methodology and is a procedural framework that provides planning designing, organising, and principles for conducting research. Sileyew (2019) described research methodology as a path designed by the researcher to satisfy the research plan devised to meet the objectives of the study. Snyder (2019) expressed the view that research methodology is essential to observe proper steps and relevant action to ensure that the research is

trustworthy, precise, and accurate, enabling noteworthy outcomes. This chapter presents an overview and critical evaluation of the type of research conducted, the methodology, qualitative research, Grounded Theory, research design, sampling strategy, theoretical sampling, target population and sample size, data collection, pilot study, data coding and analysis, all intended to ensure the high quality of data pertaining to the study. The researcher embraced a constructive stance towards data collection and theory development, following a qualitative route, which is exemplified by the adoption of Grounded Theory. According to Charmaz and Thornberg (2020:1), "Grounded Theory is a systematic method of conducting research that shapes collecting data and provides explicit strategies for analysing them". The methodological assumptions of the researcher are based on qualitative research, which adopted a Grounded Theory-based method such as one on one interviews.

2.2   Qualitative Research

The exploration of employees' feelings and their reflections of personal experiences requires qualitative methods. Abuhamda, Ismail, and Bsharat (2021) defined the qualitative method as exploratory research that enables the researcher to discover patterns within a concept or a view. Corbin and Strauss (2015) described qualitative research as a form of research whereby the researcher is included in the research process by collecting and interpreting data, through the utilisation of an open and flexible design. Clarke and Braun (2013) postulated that the most basic description of qualitative research is that it uses words instead of numbers in the data collection and can be analysed in different ways. Crossman (2020) described qualitative research as an investigation into the meanings, interpretations, symbols, and processes of social life conducted through direct observation, open-ended surveys, focus groups, in-depth interviews, oral history, participant observations, ethnographic observations, and content analysis. Padgett (2016) emphasised the extreme involvement of the researcher and the attention the researcher has to pay to real-life contexts and the details that qualitative research believes in, as well as the extreme immersion and firm, academic work, while supporting observation and interviewing. Crossman (2020) further postulated that qualitative research provides an in-depth understanding of attitudes, behaviours, events, social processes, and interactions of everyday social life. Austin and Sutton (2014) articulated that qualitative research enables the researcher to collect large amounts of data

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from a huge number of people, thus obtaining insights into how one person feels and understanding the world the way another person experiences it.

Green and Thoroughgood (2018) and Gravetter and Forezano (2018) described qualitative research as the investigation of what people do and why, thus conducting the research within a context of social relationships. According to Khan (2014), qualitative research is an inquiry process utilising distinct methodological traditions. Teherani *et al.* (2015) asserted that Grounded Theory, ethnography and phenomenology act as pivotal frames for research questions, methods of data collection and how the data is analysed. Mohajan (2018) postulated that qualitative research enables the researcher to describe or interpret phenomena systematically with its roots firmly planted in social and cultural anthropology, sociology, history, and Value-Driven Behaviour. For Hammarberg, Kirkman and de Lacey (2016), qualitative research methods is not an easy option or a collation of anecdotes but rather a complex theoretical or philosophical framework that does not require the aid of straightforward mathematical rules. Sinkovics and Alfoldi's (2012) findings emulated a progressive focus approach and steers results of qualitative research to be a dynamic and fluid real world presentation that does not conceal the story or sacrifice the trustworthiness or credibility of its data and reporting.

Borish *et al.* (2021) recommended qualitative research to explore and communicate various stories, encounters and knowledges, while enabling researchers to construct solid, rich, and effective research achievements. According to Busetto, Wick, and Gumbinger (2020), qualitative research is a superior tool to address a significant range of research observations that may be surprising or invisible, enabling the researcher to permeate the shortcomings as well. Emiliussen *et al.* (2021) suggested that one should allow for increased engagement and hypothesis-driven phenomenological qualitative research, while Hameed (2020) emphasised, in respect of the vast definitions of qualitative research, that qualitative methods are still the best and predominant research method for gathering data on human behaviour. Ravindran (2019) mentioned that it is fundamentally imperative to record the stories that are shared by the participants when utilising the qualitative research method because included in is data generation through sharing of life experiences. For Topping, Douglas, and Winkler (2021), qualitative research via advanced technologies enables researchers to understand the lived experiences of human beings. Wutich *et*

al. (2021) asserted that although qualitative research is presently not well-adapted by multi-cultural exploratory designs, thematic analysis is still widely used.

2.3 Grounded Theory

Grounded Theory was originally expounded by Barney Glaser and Anselm Strauss in their 1967 book *The Discovery of Grounded Theory* (Glaser and Strauss 1967). In addition, Corbin, and Strauss (2015) perceived Grounded Theory as one of the most unique forms of qualitative research, given that the construction of its concepts is derived from data collected during the process and the inter-relation between the research analysis and data collection is a continuous cycle throughout the research process. Kenny and Fourie's (2014) investigations into the genesis of Grounded Theory led to the foundations of Grounded Theory being forged by Glaser and Strauss in 1965 during their study of 'Awareness of Dying'. Babchuck's (2015) brief historical breakdown sums up Grounded Theory, acknowledging the 'Glaserian' and 'Straussian' as far back as the 1990s, and incorporating Charmaz's (2000, 2006, 2014) additions of epistemological underpinnings and practice implications; the uniqueness of Grounded Theory (Babchuk 2015, Bryant and Charmaz 2012 and Charmaz 2014), along with Positivist, Constructivist or Situational approaches. Charmaz and Thornberg (2020) postulated that the use of Grounded Theory currently enables the researcher to obtain more than forthrightness in gaining knowledge from participants' lives through their analytical focus. Hussein, Stephens, and Tiwari (2020) mentioned that the gradual emergence of theory from data coding in Grounded Theory is different from the conventional scientific methods, where normally, an existing theory is used. McCall and Edwards (2021) encouraged researchers to utilise an existent methodology such as Grounded Theory, which generates new theory simultaneously bridging previous and latest methodological and theoretical connections.

The Uniting Principles of GT
- Memo Writing
-Constant Comparison
-Theoretical Sampling
- Substantive vs Formal Theory

Classic GT | Straussian GT | Constructivist GT

Original CF designed to discover a GT
Rigorous CF designed to create a GT
Open-ended CF designed to construct a GT

Differentiating Principle: Coding Framework (CF)

Differentiating Principle: Use of Literautre (Lit)

Abstain from Lit until the very end
Use Lit appropriately at every stage
Use Lit at every stage & compile a Lit review

Differentiating Principle: Underlying Philosophy

Soft Positivism | Post-Positivism & Symbolic Interactionism | Constructivism & Symbolic Interactionism

Legend for Diagram # 5
- The purple circle encompasses the uniting principles which are embraced by all three factions of GT.
- The three pink circles indicate the three areas of contention where the three traditions of GT disagree.
- The blue boxes signify Classical GT positions
- The orange boxes signify Straussian GT positions
- The green boxes signify Constructivist GT positions
- The pink arrows indicate the influence of one disputed precept on another.
- CF is an acronym for Coding Framework; Lit is an acronym for Literature.

Figure 2.1: The Uniting and Differentiating Principles of Grounded Theory- Kenny and Fourie (2015:1286)

Figure 2.1 represents Kenny and Fourie's (2015) United and Differentiated Principles of Grounded Theory. Kenny and Fourie (2015) illustrated the quintessential three distinct traditions of Grounded Theory in the form of a colour coded diagram. According to Kenny and Fourie (2015), the purple circle represents the commonalities of the distinctive principles of Classic, Straussian and Constructivist Grounded Theory that includes memo writing, constant comparison, theoretical sampling and substantive or formal theory. Kenny and Fourie (2015) further postulated that the researcher is not compelled to adopt one virtuous form and is free to obscure the boundaries between the three Grounded Theory traditions. Berterö (2012) implicitly suggested that Ground Theory is a strategy breakthrough in qualitative research. According to Charmaz (2009) and Belgrave (2019), Grounded Theory is a method for studying processes; it is also a method in process. Birks and Mills (2015) viewed Grounded Theory as the most popular research design in

the world. Hoflund (2013) emphasised that Grounded Theory stimulates theory development and is difficult to master therefore in need of flexibility, patience, and the capacity to tolerate ambiguity and time. For Walsh (2014), Grounded Theory has been used with both quantitative and qualitative data. The researcher here, although remaining flexible, adhered to the procedures of Grounded Theory through qualitative methodology. Makri and Neely (2021) emulated the various sources of data collection, finding that it enables Grounded Theory free reign on data analysis.

Aldiabat and Le Navenec (2018) implicitly suggested that researchers who utilise Grounded Theory must be able to employ their intuition, subjectivity, and wisdom to realise data saturation. Martin *et al.* (2018) postulated different opinions in respect of Grounded Theory, with Martin (2018) advocating Grounded Theory as subversive and practical, while Scott argued for Grounded Theory that steps away from the originality of the theory to develop specific sub-types. Brennan (2018) viewed Martin and Scott (2018) to be in opposition of what Grounded Theory really enables the researcher to achieve and lastly, Durham expressed optimism for the potential that Grounded Theory has to spur new inquiry on life experiences. Du Plessis and Van Der Westhuizen (2018) emphasised the urgent consideration of transformational Grounded Theory and the rethinking of the relevant paradigms. Abamonga (2019) mentioned that although Grounded Theory was practised for many years, misconceptions of the method as complicated and confusing, and the absence of rigour, reduced its popularity. Abdel-Fattah (2015) disclosed that Grounded Theory is iterative and comparative, requiring steady movement between data and concept, constantly comparing unique types of evidence to control the scope and degree of the emerging theory. Pieterse (2020) emphasised that despite the many criticisms of Grounded Theory, it is still the best method of finding new theories. Remenyi (2021) stipulated that Grounded Theory has to be cautiously implemented to generate constructive conclusions.

Berthelsen, Grimshaw-Aagaard and Hansen (2018) anticipated researchers utilising Grounded Theory to preserve the theoretical sensitivity and the meaningful essence as a distinctive part of qualitative research. Anderson, Guerreiro and Smith (2016) postulated Grounded Theory as an enabler of rich interpretation utilising the 'researcher as instrument approach'. According to Carmicheal and Cunningham (2017), the relationship and connection between the data and theory is unambiguous and clear, characterising an integral part of the Grounded Theory process.

Crossetti, Goes and de Brum (2016) explained that Grounded Theory enables the researcher to apply different theoretical frameworks most appropriate to the objective and nature of the researcher's ideas. Martins *et al.* (2017) found that the causal diagram utilised in Grounded Theory enhances systems thinking processes. According to Dourdouma and Mörtl (2012), Grounded Theory research is dependent on the unique contributions of the researcher and the simultaneous occurrence of data gathering and coding allowing data analysis to resemble theorical sampling. Nelson (2020) asserted that computational Grounded Theory is a step closer to a replicable and scientifically valid theory.

Kristjansson-Nelson (2020) postulated that the researcher is required to have data well organised and should be able to look at the data from alternate angles when Grounded Theory is employed. Hussein *et al.* (2014) declared that Grounded Theory exemplifies the differentiation among other methods by its approach and utilisation of rich data collection and analysis, offering advantages specifically to cultivate creativity, intuitive appeal, conceptualisation potential and an orderly approach. Dunne and Üstündağ (2020) mentioned that Grounded Theory literature actually culminates in how the researcher exhibits his or her research to the vast audience for perusal. Evans (2013) perceived Strauss and Corbin (1990) to be the creators of the diacritical juncture of the implementation of the aim, procedures and principles associated with Grounded Theory. Feeler (2012) emphasised that the constant comparative analysis and internal consistency together with literature review of Grounded Theory, are imperative for qualitative research. There are various characteristics and paradigmatic nuances of Grounded Theory methodologies. Groen, Simmons and McNair (2017) state that the two main philosophies are classic (objective/positivist) Grounded Theory and constructivist (relative/constructivist) Grounded Theory, as reflected in Table 2.1.

Table 2.1: Paradigmatic Assumptions and Characteristics of Grounded Theory Methodologies: Adopted from Groen *et al.* (2017:2)

	Objective/Positivist (Glaser and Strauss, 1967)	Relative/Constructivist (Charmaz, 2014)
Ontology	Realist	Relativist
Epistemology	Objective	Subjective/Interpretivist
Impact on Methods	Promotes strict adherence to steps Embedded within the research approach	Highlights flexibility; resists mechanical application
Product of Grounded Theory Research	Generalised, explanatory theory of a process, action, or interaction transcends time and context	Subjective, descriptive theory of a process, action, or interaction dependent on time and context

In Table 2.1, Groen *et al.* (2017) break down the convoluted approaches to assist novice Grounded Theory researchers during their journey. Groen *et al.* (2017) further postulated that Glaser's classic objectivist or positivist world view merged with Strauss' pragmatic worldview, including Strauss' perspective awarding the qualitative approach with individual stories to understand the social processes. Accordingly, Groen *et al.* (2017) explained that the view of reality by the researcher is considered to be ontology, while epistemology recounts how the researcher came to know that reality. The researcher remained the interpretivist throughout this research journey. Howitt and Cramer (2011) explained that Grounded Theory involves inductive guidelines that enables the development of theories (coding schemes), knitting the complexity of data into a coherent whole of the subject matter. Howitt and Cramer (2011) further postulated that the information collection phase, the translation stage and the examination stage all share the common expectation of building theory by coordinating the investigation closely to the complexity of the subject or topic, as introduced in Chapter 1.

According to Khan, Qureshi, and Ahmad (2010), in a Grounded Theory approach, the researcher tries to highlight and explore employees' perceptions regarding some relevant phenomenon. Charmaz (2012) further explains that for Wertz *et al.* (2011), Grounded Theory's distinctive features are that it: (i) provides explicit tools for studying processes; (ii) promotes an openness to all possible theoretical understandings; (iii) fosters developing tentative interpretations about the data through coding and categorising, and (iv) builds systematic checks and refinements of the researcher's major theoretical categories. Eboña-Abamonga (2019) revealed that the essence of Grounded Theory's authenticity and trustworthiness is its highly responsive and applicable results to the needs of participants. Tie, Birks, and Francis (2019) explained that Grounded Theory is the meticulous application of specific methods and processes, employing theoretical sampling until theoretical saturation is reached, while constructing the theory of the researcher that views the world through their own lens. Grounded Theory is not confined, and thus supports the epistemology and ontological stance of this research. The researcher remained flexible due to the complexities of the topic Value-Driven Behaviours related to change, while adhering to the procedures of Grounded Theory. To this end, the researcher personally transcribed the interviews.

2.4 Research Design

The specifications of research design follow a distinctive cycle, where initially an exploratory stance is employed, an understanding of a problem emerges, and plans are created for some form of intervention strategy. Tomaszewski, Zarestky, and Gonzalez (2020) noted the importance of rigour throughout, from design to evaluation of the research, by the researcher. Abutabenjeh and Jaradat's (2018) analysis reflected the necessity of convergent and divergent approaches of research design and placed emphasis on researchers gaining knowledge of the differences before selecting their design. Asenahabi (2019) stated that to impart relevant answers to certain research questions, a research design is utilised to translate the research problem into appropriate data for analysis. Sileyew (2019) mentioned that a research design dictates the manner in which relevant information will be acquired for an inquiry. Blair *et al.* (2019) declared that clear communication of the selected high quality research design is required to be conveyed by the researcher.

A qualitative research approach was adopted by the researcher, which was supported by Grounded Theory methodology. An attempt was made to answer the research questions in support of the

research aim. There are two main approaches to research, Positivist (quantitative), and Phenomenological (qualitative). Sekeran and Bougie (2016) postulated that studies are either: (i) Exploratory: occurs when the study has insufficient prior information, or the number of previous case studies are limited; (ii) Descriptive: designed to collect data that describe the characteristics of people, events, and situations; or (iii) Casual (experimental): involves testing if one variable affects another in a study. Descriptive design was utilised in this study based on the following assistance to the researcher as postulated by Sekeran and Bougie (2016): (a) Understand the characteristics of the group in a given or specific situation; (b) Think systematically about aspects in that situation; (c) Offer ideas for further probe and research, and (d) Assist to make critical decisions related to communication channels, cost reduction and employees. Further discussions of the research flow will follow. The research design is discussed in sub-sections, namely, sampling strategy, theoretical sampling, target population and sample size, and data collection.

2.4.1 *Sampling Strategy*

Turner (2020:8) defined "sampling is the selection of a subset of the population of interest in a research study". In essence, a sample is a group of objects, people, or items that are drawn from a larger population to be measured. Sampling is a method of selecting representatives of this population sample. Carraro, Stauffer, and Altermatt (2020) reflected that in respect of biodiversity, optimal sampling strategy is utilised to best maximise spatial distribution. Cooper and Schindler (2014) found that a conclusion can be drawn of an entire population by just a sampling of some selected elements. For Bhardwaj (2021), sampling is best when there is a large population and limited resources as it enables the researcher to obtain more accurate results. Ames, Glenton, and Lewin (2019) postulated that one way of achieving a manageable amount of data is sampling. According to Showkat and Parveen (2017), non-probability sampling uses nonrandomised methods to draw a sample whereby participants are selected because they are easy to access. This study was focused on non-probability sampling. The research was conducted using data collected from a manufacturing organisation located in Wadeville, Gauteng, Krost Shelving (Pty) Ltd, where the researcher held the position of Executive Director (Finance) during the research project. The reason for choosing this organisation is the change process occurring within the organisation.

Dou *et al.* (2020) utilised sampling strategies to evaluate the differences in prediction accuracies. Shongwe, Malela-Majika, and Castagliola (2020) recommended the new remedial approach than the mixed sample strategy. Cooper and Schindler (2014:359) defined convenience samples as non-probability samples that are unrestricted, while Martinez-Mesa *et al.* (2016:327) stated that "the sampling process culminates when the entire number of participants (sample saturation) and/or the time limit (time saturation) are reached". Convenience sampling was utilised for this study given the need for expedited data collection (swift collection of data that enabled the researcher to concentrate on the analysis); ease of research; readily available (data was readily available to be collected during a short period of time within the organisation), and the need to be cost effective (minimal cost to the researcher and no cost to the organisation).

Since convenience sampling was used, the sample may fall out differently from the population distribution. For example, if the population has 30% managers and 70% employees, the sample may only recruit 5% managers and 95% employees as a whole. Hence the raw sample may not accurately represent the population (especially at an aggregate level). Therefore, during the analysis, the following techniques were considered depending on the degree of deviation: (i) Sub-group analysis: Doing aggregate analysis within key parameters, for example, reporting on managers separately from employees. This can be done across other parameters also such as gender, race, age of employee etc; (ii) Boosting: Any sub-sample of the population (example managers) with a low read, will be purposefully sought after; (iii) Data was weighted back to population proportions, and (iv) sample size was set to 21 respondents.

2.4.2 *Theoretical Sampling*

According to Gentles *et al.* (2015), theoretical sampling originated with Grounded Theory in 1967 and is broadly influenced by recent authors through increasing reference of general qualitative methods. Gentles *et al.* (2015) further define theoretical sampling as a process in which data gathering is directed by the evolving theory. Its aim is to create categories (i.e., connect them to each other within the rationale being developed). Aspers and Corte (2019) stressed that theoretical sampling and constant comparison are the two main processes in Grounded Theory. Foley *et al.* (2021) noted that theoretical sampling is the core feature of Grounded Theory that is a means for sampling participants, whereby the interviewing process is employed as a vehicle. Cropley (2015)

stated that theoretical sampling transpires when, after the theory has been developed and substantiated, supplementary cases are intentionally selected to explain this theory.

Ligita *et al.* (2019) mentioned that theoretical sampling is ideal when there is a gap in the research. Prior to commencing the research, the researcher considered individuals that were recently subjected to change within Krost Shelving (Pty) Ltd. Theoretical sampling was utilised to identify subsequent participants as the research progressed. According to Charmaz (2015), the essential part of theory construction in Grounded Theory is theoretical sampling. Theoretical sampling a method of sampling to develop, refine, or fill out the resources of tentative theoretical classifications. Charmaz and Thornberg (2020) emphasised that the quality of the material researchers conclude upon has theoretical sampling and theoretical saturation as major contributors. Rose, Spinks and Canhoto (2015) viewed theoretical sampling as a support for theory development whereby a particular concept requires further information and sampling is adjusted in response to emerging theory. Khan (2014) agreed that theoretical sampling refines the theory development process by leading the researcher towards relevant data until new data stops emerging.

Charmaz (2015) further postulated that theoretical sampling allows the researcher to build analytical complexity while simultaneously grounding the theory in data. Qureshi (2018) established the complex multi-dimensional sampling scheme, called theoretical sampling, which utilises numerous sampling techniques at once. Birks and Mills (2015) asserted that in theoretical sampling, the researcher chooses what and who will provide the most information – rich data that meets the analytical needs of the research. Creswell (1998) mentioned that 20 to 30 participants are appropriate for theoretical sampling size in qualitative research. Martins *et al.* (2017) offered a guideline for the sample size of qualitative in-depth interviews, which should consist of +/-20 employees at all levels within the organisation. Krost Shelving (Pty) Ltd, at the time of research, consisted of 139 permanent employees and 59 labour broker employees.

Of the 139 permanent employees, there were 80 administrative staff; of which, 21 of the employees were selected for participation and were willing research participants. These 21 participants consisted of 8 managers (both admin and factory), 6 administration staff members, 3 participants from the drawing department, 2 participants from warehouse and logistics or despatch departments

and 2 participants from the general factory. The non-willing participants claimed they were too busy and not willing to participate during non-working hours as they had transport problems or do not get paid for overtime. To gain understanding of the perceptions and the perspectives related to change, the researcher augmented theoretical sampling by purposeful sampling of selected individuals for the in-depth interviews. This research began with an attempt to fill the gap identified in research: the reader is directed to Section 5.15 in Chapter 5 for greater detail, utilising the theoretical sampling which is the construct of Grounded Theory.

2.4.3 *Target Population and Sample Size*

The target population for research is composed of the entire set of units for which the research data are to be used to make inferences or findings; thus, the target population defines those units for which the findings of the research are meant to generalise. This research is designed to gain insights on the aim of the study, an inquiry on how change manifests at Krost Shelving (Pty) Ltd, with the utilisation of Spiral Dynamics Integral and Value-Driven Behaviours. The researcher adopted the qualitative research with a Grounded Theory construct. Twenty-one participants, administration employees of Krost Shelving (Pty) Ltd, were selected to gain insights on their perceptions of how change manifested within the organisation. The interview questionnaire was compiled by the researcher with intent of gaining the employees' perceptions of the changes occurring at Krost Shelving (Pty) Ltd 30 of the administration employees were approached based on the time employees could spare. These employees were selected with consideration of other employees, and their participation not affecting production should they be factory workers. Considerations of meetings, schedules, deadlines, and workloads were made before the selection process of these employees began.

Participants were in agreement with the dates and times scheduled and re-scheduled on occasions of family emergencies or unexpected project deliveries. 21 of the initial 30 participants that were approached, keen to share their views and stories, completed the interviews with the researcher. The balance of the employees that cancelled their commitment to the interviews, declined based on off-site projects that needed urgent attention; not being paid for overtime if they had to participate after working hours as they were too busy during working hours, and because they could not see themselves sitting for an hour for an interview instead of continuing with the vast range of

duties for the day. The data collection was focussed on semi-structured interviews. Each interview proceeded for approximately an hour and was recorded on an audio recorder; the researcher also wrote down notes while the interviews were in progress. The researcher then personally transcribed the interviews in full. The data analysis is covered by open, axial, and selective coding and this Section is concluded by placing the research in Grounded Theory.

Andrade (2020) stated that the sample size in research must be 'determined at the proposal stage of the research' with a target population that is large enough to provide accurate results. Sekaran and Bougie (2013:240) described population as the entire group of people, events, or things of interest that the researcher investigates, and a sample is the subset of the population. Asiamah, Mensah and Oteng-Abayie (2017) described target population as the group of credible participants that drive the findings of research. For Ryan (2013), the importance of determining a good sample size to use in a specific study. Majid (2018) asserted that for the sample to be a good statistical representation of the target population of interest, the population must be large enough to satisfy the research questions. Cooper and Schindler (2014:348) announced that in respect of sample size, "The most pervasive myths are (1) a sample must be large, or it is not representative and (2) a sample should bear some proportional relationship to the size of the population from which it is drawn. With non-probability samples, researchers confirm these myths using the number of sub-groups, rules of thumb, and budget considerations to settle on a sample size". Twenty-one participants that included males and females, managers, and subordinates within the organisation was the comprised population at Krost Shelving (Pty) Ltd. Sampling techniques of convenience sampling were involved in the in-depth interviews that comprised willing and able participants in the study.

2.4.4 *Data Collection*
The data collection method chosen for this research was one-on-one, semi-structured interviews that were voice recorded and later transcribed by the researcher. The interviews were conducted with the use of semi-structured questionnaire (Appendix D – Interview Format), comprising open-ended questions for rich data collection. Once the recordings were transcribed, the qualitative data analysis evidenced thematic analysis. With the data collected, open coding, axial coding and selective coding came into play to enable the categories to filter through.

2.4.4.1 *Data insight*

This section uses the data sourced from the interviews to address the key business questions. It further explores data models such as the Sentiment Analysis and Word Cloud analytics that were performed on the cleaned and coded data. According to Hillier (2020), descriptive statistics refers to methods for summarizing the factual data. The summaries usually consist of graphs, tables, charts, and numbers such as averages and percentages which are concluded by known data. Once the data was cleaned, non-parametric techniques were utilised to understand the data better. Such techniques included Pearson Correlations, Top 2 and Bottom 2 box mean score reports and Likert Scales. In statistics, the Pearson product-moment correlation coefficient (Piersin) (sometimes referred to as the PPMCC or PCC or Pearson's *r*), is a measure of the linear correlation (dependence) between two variables X and Y, giving a value between +1 and −1 inclusive, where 1 is total positive correlation, 0 is no correlation, and −1 is total negative correlation. It is widely used in the sciences as a measure of the degree of linear dependence between two variables. Alsaqr (2021), in agreement with Bryman *et al.* (2011), mentioned that Pearson's *r* is a parametric method utilised to explore relationships between intervals or ratio variables. Since the Likert scales used are symmetric scaling, equidistant attributes will typically be more clearly observed or, at least, inferred. It is when a Likert scale is symmetric and equidistant that it will behave more like an interval-level measurement. A Likert scale is indeed ordinal; if well-presented it will nevertheless approximate an interval-level measurement. This was beneficial since, if it was treated just as an ordinal scale, then some valuable information could be lost if the 'distance' between Likert items were not available for consideration.

2.4.4.2 *In-depth interviews*

Martins *et al.* (2017) emphasised the critical role a data collection method plays to provide valid and useful information. Cooper and Schindler (2014) indicated that an interview is a measurement process that utilises tools such as questionnaires and interview schedules. According to Sincero (2012), the survey method of gathering research is preferred by many researchers due to its various advantages, strengths, and benefits. Grounded Theory is built on the methodological collection and analysis of rich data. Castillo-Montoya (2016) suggested that researchers follow interview protocol refinement to increase the quality of data and strengthen the reliability of the interviews. De Jonckheere and Vaughn (2019) mentioned that interviews require the researcher to possess both

relational focus and practice in skills facilitation. Thomson (2011) noted that the most frequently and common method of data collection in Grounded Theory is interviews. Charmaz and Belgrave (2012) disclosed that qualitative interviewing and the analysis of interview data are shaped and guided by Grounded Theory. McGrath, Palmgren, and Liljedahl (2019) mentioned that one of the tips for interviews is for the interviewer to be prepared for unanticipated emotions during an interview process. Aguinis and Solarino (2019) asserted that interviews enable the researcher to gain insights of the participants cognition and Value-Driven Behaviours.

According to Singh and Estefan (2018), in light of the practical and theoretical considerations, a Grounded Theory researcher is reliant on interview data that is collected from participants directly while in their natural settings. Khan (2014) clarified that Grounded Theory is all about the data collection in the form of semi-structured, in-depth interviews and the analysis thereof utilised to develop conceptual thinking and theory building. Foley and Timonen (2014) postulated that data collection in Grounded Theory can be through unstructured interviews or semi-structured interviews. Foley and Timonen (2014) further explained unstructured interviews to be utilised during the early parts of research confirming suitability to poorly understood topics and semi-structured interviews utilised open-ended questions from a pre-prepared interview guide. Foley *et al.* (2021) found that probing, expansion and saturation of key concepts and categories through interviews enable the researcher to collectively steer the inquiry or research results.

For Martins *et al.* (2017), probing questions are asked, by the interviewer, to explore participants experiences of a phenomenon, in a semi-structured interview which has a general area of interest although it enables the development of conversations. Chan, Fung and Chien (2013) observed that interviews are guided by semi-structured questions allowing the participants to respond without any dictation or direction from the researcher. Stuckey (2013) mentioned that open-ended questions of a semi-structured interview build understanding of how the participants view events and the direction in which the interview flows is determined by the participants responses, thus leading to comparable and reliable data. Holter *et al.* (2019) postulated that interviews are a pragmatic and promising method for a researcher to explore the unknown and gather new knowledge.

Akram (2021) noted the importance of frame plans and protocols prior to the interview process to protect the interviewer and interviewee from mental, physical, and social nuances during and after the interview process. Weller *et al.* (2018) mentioned that the outcome of open-ended interviews may be lists, short answers or lengthy narratives that are ideal to explore topics in depth, identify observed correlation and understand processes. Kolb (2012) explained the labour intensity of Grounded Theory on the part of the researcher being fruitful to develop a theoretical interpretation when utilising the vast amounts of data that is collected from interviews. Percy, Kostere and Kostere (2015) concluded that the most typical approach of data collection for qualitative methods such as Grounded Theory, is open-ended conversational interviewing.

Englander (2012) further found face-to-face interviewing to be richer in terms of nuances and depth as a main data collecting procedure for descriptive phenomenological human scientific research. According to Charmaz (2014), finding and generating rich data builds a strong Grounded Theory strategy whereby the researcher utilises information from records or reports, interviews, and field notes, depending on the research topic and access to the mentioned forms. Rubin and Rubin (2012) highlighted the value of in-depth interviews as an enabler to the researcher to obtain rich and detailed qualitative data that describes the participants' feelings and experiences and what the outcome or meaning this data portrays. Philipps and Mrowczynski (2021) emphasised the importance of translating an interview passage, which requires close attention during the interview processes.

Qualitative interviews offer rich and detailed information in understanding people's experiences. The researcher collated semi-structured interview questions as depicted in Appendix D. The researcher employed in-depth, semi-structured interviews to gather the data required for the research. Interview times were set up for the relevant participants during their approved time slots, with different interviewees over different days. The participants were handed the interview questionnaire at least 2 hours or a day prior to the interview. The allocated duration for the interviews was 1 hour; however, there were some employees that decided they had more to say and contributed longer with more vital data. The entire interview was recorded and later transcribed personally by the researcher. The interview format meant that the voice recorder was switched on and was at the highest volume, cutting off background sounds to gain the clearest responses

possible. The data collected from these in-depth interviews were rich data. The flexibility and sensitivity of the interview process enabled the participants to interpret their detailed stories, viewpoints, perceptions, and experiences freely and openly. Interviewing, for a grounded theorist, has become synonymous with qualitative research, in view of emerging theory data collection methods.

2.4.4.3 *Transcription*

In this study, the interviews were transcribed by the researcher. The key phase of data analysis in an interpretive qualitative methodology is the transcription phase. Clark *et al.* (2017) emphasised the that the foundations of data accuracy and research validity of interview based qualitative research, is the accuracy of transcript accuracy and transcript quality. Andrews *et al.* (2012) in the context of secondary analysis, agree with Corti (2008) that the greater the number of collected audio recordings and in-depth interview transcriptions, the potential of re-analysing than a limited set of interview questions only. According to Emerson, Fretz and Shaw (2011), documenting a research event such as the transcription process, is not simple and straightforward. Hennik and Weber (2013) explained that the importance of a verbatim transcript captured, assists the researcher to decode cultural meanings and the human behaviour processes by utilising the participants' own words, language, and expressions.

Da Silva (2021) indicated that many novice researchers found manual transcribing orthographically of interviews to be too tedious and time-consuming; therefore, they resort of automated transcriptions. Davidson (2018) stated that transcription requires concentration and explicit system process reviews. Nasheeda *et al.* (2019) noted that since stories are essential to interviews, the transcription of these stories remains a complex analytical process. Clark et.al. (2017) postulated that the utilisation of interviews is a word-for-word transcript of an interview dialogue that may include stutters, pauses, volume, utterances, and emphases. Loubere (2017) associated the verbatim transcription process to frame the types of knowledge produced and defines the methodological choice with rigour. Mero-Jaffe (2011) mentioned two methods of transcription, naturalised (less filtered, detailed transcripts) and denaturalised (flowing laundered data).

Moore and Llompart (2017) explained the importance of transcribing the entire corpus so that the researcher can revisit it when dealing with the results of the questions asked during the interview process. Duca (2019) announced that the true disruptor of interview transcription is the new methods the researcher utilises and suggested that transcribing oneself assists in enhancing a greater understanding of the data and noticing relevant patterns and insights. Nasciemento and Steinbuch (2019) found that the possibility to infer transcribing is permeated by several factors such as cultural characteristics of the researcher and is not a static process. Peters (2014) explained that transcriptions may include gestures, utterances, mimics, pauses, overlaps, and silences. Interviews were audio recorded and transcribed for analysis. The researcher filled three functions during this research, that of researcher, interviewer, and transcriber. The researcher verified transcript accuracy while listening again to the audio recordings.

2.5   Pilot Study

Crossman (2019) defined a pilot study as a precursory small-scale study that researchers conduct to assist the researcher how best to action a more extensive research project. Ismail (2018) outlined some of the multiple benefits of a pilot study such as confirmation of well-defined aims and objectives of the research, feasibility of the research and the opportunity to modify the design before the final research project. Pilot studies, especially on interviews, can strengthen the protocol interviews or detect flaws in the interview design. According to Majid *et al.* (2017), a pilot study allows the researcher to practise the techniques of interviewing and refine questions accordingly. Eldridge *et al.* (2016) emphasised that a pilot study assists the researcher in determining whether the study can be done and how it should be done. Mortell, Ahmad and Abdullah's (2018) pilot study findings reflected lessons were learned, such as being adaptable, accommodating and being prepared for unexpected complexities. According to Nunes *et al.* (2010), there is an underdevelopment of actionable knowledge of pilot studies which hinders the paramount adaptation of the unique and varied situations in Grounded Theory.

Cadete (2017) described a pilot study as a preliminary study, completed on a small-scale, that investigates the essential components of the main research. Malmqvist *et al.* (2019) expressed the view that pilot studies increase the quality of research by identifying the weaknesses at the early stages of the research. Wright (2021) viewed pilot testing as a rehearsal of the main research,

whereby the researcher invests both time and effort, and the end result reflects significant returns on the research as a whole. Thabane *et al.* (2010) referred to pilot studies as 'Vanguard Studies' and emphasised the importance to enhance the likelihood of success and for estimating the sample size of the main research. A pilot study was conducted on 3 participants – 1 Sales Manager, 1 Factory Manager and 1 Operations employee that performed different duties related to the Tea-Cup Manufacturing System. During the pilot study, it was evident that the participants chose any topic of discussion and used the interview process as an opportunity to complain which then led the researcher to develop a semi-structured questionnaire to channel the interviews and not be led astray. All participants in the pilot study were willing and employed at Krost Shelving (Pty) Ltd for over 5 years. No problems arose with the initial questions asked, and the process was without obstruction.

2.6   Data Coding and Analysis

The researcher discusses the processes employed to collect, capture, clean and analyse the data sourced within this study henceforth. In the data collection process, the data was sourced through face-to-face interviews discussing change within Krost Shelving (Pty) Ltd. In this research the data coding process consisted of responses to each question that were post-coded to allow further analysis and data aggregation. Hayes (2022:1) asserted "descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of a population". Bhandari (2020:1) in unison with Kaur, Stoltzfus, and Yellapu (2018) mentioned that one can count the number or percentage of responses for each answer and condense the data into a simpler summary by utilising the descriptive statistics procedure. Descriptive statistics or coding, which is the first cycle method of coding, enabled the researcher to utilise bar charts, percentages, and statistics for this study. The coded responses were, in most cases, derived from the responses within the data. For a few questions, the intensity of the response was transferred to a Likert scale and for some questions, responses were guided within the interview (on a scale of 1 to 10, respondents were asked to rank attributes). The data was stored in an Excel format. Thereafter, it was imported into 'R' (an open-source statistical and data-science tool). For the Data Cleaning and Outlier Screenings the qualitative data was post-coded and cleaned for easier analysis.

Data Cleaning Processes followed the process of a) Missing Data: Since the sample is relatively small, respondents can be re-contacted for completion of missing data. b) Outliers: The data was screened for Outliers and such respondents were removed; and c) Qualitative Data: The Qualitative data was post-coded and cleaned for easier analysis. Data was captured, cleaned, and descriptively analysed by the utilisation of the software package Excel. Once all recordings were coded, the data was cleaned. Respondents with:

1. Missing data were flagged and removed from the analytics.

2. Furthermore, the data was screened for pattern outliers (respondents who gave the exact same score for all attribute related questions) were flagged and removed.

3. Respondents who made use of colloquial diction were replaced with equally expressive formal words.

4. Sensitive responses and personal references (such as names, job titles, etc.) have been omitted.

The coding allowed the data to be segmented based on the different motivations present in the data. Qualitative data allows researchers to probe deeper into understanding the 'how' and 'why' aspects rather than merely what was done. Hence, qualitative research played an important role in this study. The interviews rotated around a pre-defined set of questions (featured in appendices) probing further to understand the underlying dynamics associated with the change. The organisation underwent a series of changes thus allowing an ideal environment to research. Each interview was voice recorded for further analysis. Due to the Grounded Theory approach of this research, the procedures of Grounded Theory were followed to the best of the researcher's ability and the systematic approach was utilised to analyse the collected data. Researchers commonly start coding their data to interpret the findings of a research study within qualitative data. Lewis-Pierre, Kovacich, and Amankwaa (2017) emphasised that core topics are discovered, and target categories are developed by the constant comparison of the large volumes of rich textual data collected. Medelayan (2021) described coding as a process of labelling and organising qualitative data utilised by researchers to identify different categories and the relationships between them.

Blom (2015:122) viewed Grounded Theory coding as a 'cognitive process to discover and conceptualise the underlying problems in the facts or data as the first step towards data analysis.

Saldana (2013) mentioned a code in qualitative inquiry is most frequently a word or short idiomatic expression that symbolically assigns a salient, summative, essence-capturing, and/or evocative attribute for a component of spoken communication-based or visual data. Lawrence and Ta (2013) reflected coding as the indication of incidents that could be grouped or coded to explain the theory of the research. Theron (2015) postulated that the researcher constructs a descriptive design (code) that captures the essence of the collected data thus rendering coding to be an interpretive activity. Blom (2015), in agreement with Strauss and Corbin (1990), proposed a combination of open and axial coding when engaging in Grounded Theory data analysis. According to Theron (2015), researchers utilise two cycles in coding, the first of which is open or initial coding followed by axial coding which enables the researcher to reorganise data into categories. Xu and Zammit (2020) asserted the interpretation and presentation of data is impacted greatly by inductive and deductive coding that assists in the theme development.

Linneberg and Korsgaard (2019) emphasised that the focus on coding imparts structure and depth to the analytical process, allowing the researcher to remain sensitive and attuned to the data while still providing transparency. Saldana (2013) maintains that open coding is the most appropriate method for virtually all qualitative studies and is part of the first cycle that can employ vivo or process coding. Lawrence and Ta (2013) emphasised that the researcher is empowered to focus on the patterns produced by the occurred incidents by use of coding, thus uplifting the creation of codes to fit the data instead of coercing the data into the codes. Blair (2015) affirmed codes are derived from the text in open coding. Axial coding then follows the open coding. Saldana (2013) asserts axial coding is the latter stage of developing Grounded Theory that describes the properties and dimensions of categories further enabling the relation to subcategories. Aponte (2011) postulated axial coding was best utilised to compare, contrast and explain certain differences during research. In research, Feeler (2011) agreed with Strauss (1987) - asserting that axial coding is coding within a category that relates to the who, what, when and why of the category. Vickers (2016) promulgated comparative analysis in its iterative nature and sanctioned axial coding to occur concurrently between codes and categories. Figure 2.2, adopted from Mezmir (2020), assists in gaining a greater understanding of the data analysis process of Grounded Theory.

Theoretical Sampling

Based on Categories and Labels

For Representativeness and Consistency

Data Collection
+ Interviews
+ Observations
+ Text review coding

Open Coding
+ Conceptual themes
+ Groupings themes

Axial Coding
+ Finding relationships between themes concepts

Selective Coding
+ Identify final categories
+ Check density of concepts theory

Memos and Field Notes

Acquire Conceptual Details

Constant Comparison

Between Incidents, Data and Theory for precision and consistency to avoid Bias

Figure 2.2: Data Analysis Procedure for Grounded Theory Method adopted from Mezmir (2020:22)

Figure 2.2, adapted from Mezmir (2020), illustrates the data analysis procedure for the Grounded Theory method. In figure 2.2 open, axial, and selective coding are shown at their various stages, reflecting some of the details that each stage involves. Figure 2.2 encapsulates the constant to and fro motion, the resultants of constant appraisal at each stage enabling the intense interrogation of the themes, concepts and categories that emerge from open, axial, and selective coding, respectively. After the data collection was complete, the three processes personified within Grounded Theory were followed by the researcher: firstly, open coding assisted the researcher to place the analytical data into themes, and secondly, axial coding served to reconceptualise the categories into subcategories thus creating new concepts and the data is congealed, permitting the interrelationship between the main categories to be inaugurated, by utilisation of selective coding. The three levels of coding are recounted below in greater detail.

2.6.1 *Open Coding*

Nechully and Pokhriyal (2019) described open coding as the initial level in the coding process that involves organising the data into codes. Noble and Mitchell (2016) explained that open coding

enables the researcher to theorise once key phrases are identified, sub-categorised, and then categorised resulting from the constant comparison for similarities of the individual participants data collectively. Randall and Mello (2012) found that open and focused coding assist to aggregate and refine emerging concepts. According to Santos *et al.* (2018), the line-by-line analysis of each incident utilising open coding enables the researcher to generate concepts or concept properties. Hoflund (2013), in agreement with Strauss and Corbin (1998), asserted that open coding is one of the tasks that enables the layout of categories and their dimensions that are required for axial coding. Rahman *et al.* (2021) mentioned that open coding is performed directly on the platform of the transcribed interview passages. Charmaz (2011) affirmed that many researchers initiate the coding process with open coding to examine and catalogue the data collected.

Korstjens and Moser (2018) mentioned that an inductive analysis may apply open coding as part of the Grounded Theory technique. Cho and Lee's (2014) research included line by line coding of transcripts through open coding. Abdel-Fattah (2015) explained that the two main functions of open coding are to decrease huge amounts of data and assist the researcher to construct cognitive outlines or maps enabling the understanding of each theme evident. Dourdouma and Mörtl (2012) viewed open coding as the core of the method and its point is to produce the same number of codes as is regarded suitable for each important unit in the text. According to Feeler (2012), open coding utilises indicators namely: statements, words, or phrases from collected data to develop concepts and new insights are identified by the constant comparison of these indicators until saturation is reached.

Raskind *et al.* (2019) stated that open coding allows for the identification of emerging themes. The researcher undertook the initial action of Open Coding to understand the experiences of the research participants. The researcher, personally transcribed all the interviews by listening to the recordings, thereafter, reading transcribed information line by line to dissect, examine and organise pertinent or relevant data by identifying and assigning each to a common theme. Data is explicated by this process of Grounded Theory coding which allowed the researcher to distribute the data into its pertinent elements and define the measures that formed and underpinned each relevant theme. The researcher then continued with counting the terms expressed, symbolisms, ideas, and point of

views of the transcriptions that were displayed within each common set of categories or ideas that generated a system of priorities and perceptions.

2.6.2 *Axial Coding*

Kolb (2012) affirmed that axial coding is the next step after open coding enabling the researcher to piece the data together in different ways thus permitting inter-relatedness between categories. According to Lawrence and Tar (2013), axial coding necessitates the reconstructing of the data already fractured during the open coding process. Tie, Birks, and Francis (2019) described axial coding as an advanced process utilised to interconnect categories thus serving in the production of an expansive set of themes. Mohajan (2018) explained that axial coding is only required at the latter part of open coding enabling the researcher with the explanation of the research. Karimimoshaver *et al.* (2020) asserted that axial coding assists in determining a class of categories elevated level than the previous, avoiding creation of a brand-new category. Qureshi and Ünlü (2020) declared that researchers are required to, at the axial stage, collaboratively, consequently, casually, and contextually evaluate the relationship within the data. Turner (2020) simplified the process in axial coding as anatomising the data into little components thus examining the open code connection which is eventually used to create a larger final theme of each group.

Blair (2015) asserted that researchers during axial coding, search for code repetitions and overlapping categories before merging them into their respective coherent themes. Feeler (2011) asserted that axial coding enables the researcher to find the exceptional core category to produce a coherent story. Furthermore, Aponte (2011) emphasised that a complete understanding of the research topic is reached by the embeddedness of deeper contexts gained from axial coding. Saldana (2013) considered axial coding as the transitional cycle appropriate for qualitative research that have multiple participants or sites and a large variety of data forms. Santos *et al.* (2018) revealed that axial coding is pronounced by inductive-deductive motion which is insistent on the researcher being theoretically sensitive and reflective. For Theron (2015), axial coding is a process that expunges synonyms and redundant codes thus presenting the dominant codes. Kristjansson-Nelson (2020) stated that axial coding is an important process of the methodological paradigm which classifies groups of concepts into categories and sub-categories occurring around the axis of a particular category.

Martins *et al.* (2017) asserted that axial coding involves the viewing of interrelationships as to what impacts on what scenario. For Martins *et al.* (2017), the design systems thinking of the causal diagrams are most effective in axial coding, identifying the relevant classifications of phenomena, contexts, causal and intervening circumstances, and repercussions. During this coding process, the researcher identified the inter-relationships between the intervening conditions and the challenges that employees face during their daily duties thus formulating recurring emerging concepts. The open coding enabled the researcher to transform these categories into an alternate presentation of data called concepts. Axial coding in this research reflected dynamic interrelationships within the outputs of the open coding. The researcher re-assembled the data by applying different methods determining the systematic causalities between open codes thus reaching axial codes. Axial codes are also be reflected in Section 3.3.2 in Chapter 3.

2.6.3 *Selective Coding*

Saldana (2013) asserted that selective or theoretical coding serves as an umbrella for all the categories and is the backbone that is most appropriate as the culminating step toward attaining Grounded Theory. Nechully and Pokhriyal (2019) described selective coding as a process that enables the development of the story that connects the categories. Feeler (2012) proclaimed selective coding to be a more limited and focused form of coding that is dominant as it proceeds to the generation of a theory. For Dourdouma and Mörtl (2012), selective coding entails system modification with the aim to reach code saturation. According to Singh and Estefan (2018), selective coding is utilised in the refinement of the core category to uplift it to a high level of absorption that accommodates all data. Chetty (2020) postulated that selective coding is derived from the base of the data collected at the open and axial coding stages thus developing consistency and precision settled within Grounded Theory.

Vollstedt and Rezat (2019) affirmed that selective coding is similar to axial coding except that selective coding is executed at a more abstract level and peaks when the storyline is set. Dos Santos *et al.* (2018) termed selective coding a denominated integration of refinement of previously established categories. Noble and Mitchell (2016) asserted that selective coding involves the authentication and refinement of the categories already identified. Jones and Alony (2011)

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indicated that more relevant and pertinent paragraphs are sifted through and coded with the utilisation of selective coding. Cho and Lee (2014) confirmed that selective coding to be the final stage of the process, producing the main category linked to related other categories and the storyline is then concluded. For Dufour and Richard (2019), selective coding as the final stage involves the development of an illustrative model of a phenomenon with its constructs on category relationship linked to the core theme. Li *et al.* (2021) referred to selective coding as a means to form a concept from the unexploited data. The researcher found fundamental dynamics and variables that explained the circumstance specific realities within the organisation. The correlation within the concepts of axial coding then provided narratives that described what happened to the research participants, how this transpired, and the suggestions of the employees revealed their way of assisting in making the organisation a better work environment for all. Selective coding consisted of selecting a solitary, dominant category and creating associations with other categories thus generating meaning that anchored the remainder of data together. Final selective coding is evident in Section 3.3.3 in Chapter 3.

2.7   The Use of Literature

For the researcher, utilising a Grounded Theory approach introduced a new challenge of how and when reviewing the literature ought to be addressed. Birks, Hoare and Mills (2019) reminded the researcher that enclosed in the disciplines of Grounded Theory, discourse continues over the timing of administering literature review, due to it being recognised within Grounded Theory as preconceived ideas can inhibit the process of discovery. Glaser and Strauss (1967), in *The Discovery of Grounded Theory: Strategies for Qualitative Research* and Dunne and Üstündağ (2020) unambiguously discourage conducting a review of literature during the start of the research process. Dunne and Üstündağ (2020) referred to Bryant and Charmaz (2007: 19), noting that since Glaser and Strauss' (1967) publication, concerns were expressed about how students should access and utilise existing literature that is pertinent to their studies, given the majority of the investigative strategies employed literature prior to the initial collection of data. Glaser (1998: 67) and McCallin (2006) emphasised that the literature review in the essential and interconnected areas needs to be conducted at the latter stages of the research, when it can be intertwined into the study for constant comparison.

Glaser (1998) together with Dunne and Üstündağ (2020:112), reiterated that the researcher is required to assume the study without a preconceived problem statement, interview processes or extensive review of literature, in Grounded Theory. Glaser (1998) elaborated that premature literature review would impair the data collection and analysis by leading the researcher to enforce existing frameworks upon the data, which would subsequently impair the focus, originality and quality of the Grounded Theory research (Dunne and Üstündağ 2020:114). Dunne and Üstündağ (2020) in agreement with Cutcliffe (2000) and McGhee et.al (2007), contended that it is not a matter whether the literature review should be conducted, but rather when it should be done and to what extent.

Glaser (1978, 1992, 1998) and McCallin's (2006:15) main objection is that the researcher may be distracted and acquire knowledge and interpretations that support deductions that are irrelevant in new fields of study. Charmaz (2014: 59) stated that researchers should be informed about current experiences or situations that is part of the research process. Corbin and Strauss (2015) asserted that the approach to review of literature may lead to substantial professional and disciplinary background to the study, arguing the vantage point in formulating questions during observations or interviews. Dunne and Üstündağ (2020), Dick *et al.* (2015) and Locke, Feldman, and Golden-Biddle (2022) indicated that the most relevant literature to a study ought not to be recognised at the beginning; therefore, even though an initial review was conducted to formulate research questions and develop aim of the studies, the researcher opted not to conduct a tedious substantial review at the inception of the study. The intensive literature review was delayed at this point to elude bringing in preconceived objectives and imposing them on the study, as suggested by Charmaz (2006:165) and Dunne and Üstündağ (2020). The full literature review was only conducted after the data gathering and analysis and is presented in Chapters 4 and 5 respectively.

2.8   Conclusion

The purpose of this chapter was to augment on the research paradigm and methodology that the researcher utilised to conduct this study. The chosen method was Grounded Theory, which facilitated the reality of the investigation of the Value-Driven Behaviour within an organisation. Overall, the research interviews were voluntary and sampling methods used were specifically intended to eliminate all bias; ethical considerations were taken, first and foremost. Data collected

through semi-structed interviews contributed useful insights. As dictated by Grounded Theory, the data was subjected to the systematic analytical coding processes, thus gratifying the key Grounded Theory characteristics. The selection of the principles of Grounded Theory with multiple methods of data collection and analysis appropriate to the method of data collection, allowed the development of a deeper understanding of the emotions of the employees of Krost Shelving (Pty) Ltd.

To create the analytical codes of the data itself, the researcher employed an iterative process involving systematic comparisons during each stage of analysis. Sampling, data collection and data analysis were the requirements to contribute to the quantity and the ongoing development of the theory. The fulfilment of the three main Grounded Theory elements, namely, theoretical sampling, frequent comparison and conceptual saturation, was evident for sufficient flexibility thus appropriately depicting the experiences and views of the research participants. The research design and the underlying philosophy for this study were discussed in this chapter. The chapter also provided information about how the data was prepared, sorted, organised, conceptualised, refined, interpreted, and reported, enabling the researcher to discuss through the research design, sampling, data collection, data analysis and data coding conducted. The next chapter presents the results of the data collected, and discussions and interpretations of the narratives of the research, utilising descriptive statistical analysis. Chapter 3 thus delves into the results reflected by the narratives that were affirmed by the data.

CHAPTER 3:

RESULTS – THE NARRATIVES AFFIRMED BY THE DATA

3.1   Introduction

In the previous chapter, an overview and analytical assessment of the kind of research conducted pertaining to the study, the methodology, research design, pilot study, means of ensuring quality data, data analysis and data coding and analysis, was emphasised. This chapter concentrates on the research findings on the employees' behaviours related to change. These realities and perspectives of the employees that experienced change within the organisation, were presented. The in-depth interviews were the basis of the research findings that were discussed and have been logically grouped together. During this qualitative data analysis, data was gathered using in-depth interviews. The key objectives of the study were to assess the affinity towards change within an organisation and understand the key components that lead to successful organisational change implementation.

Charmaz and Belgrave (2007) maintained that the researcher that takes the Grounded Theory route, should assemble elements of the steps taken, the relevance attached to them and the preferred purpose of the research participants – whether the researcher observes them personally, creates live histories, captivates them in intensive interviewing or utilises other collected data. Participants in the in-depth interviews ranged from normal floor factory workers to certain employees at management levels. Willing research participants consisted of 8 managers (both administrative and factory), 6 administration, 3 participants from the drawing department, 2 participants from warehouse and logistics/despatch departments and 2 participants from the general factory. In-depth interviews were scheduled over different periods of time dependent on the participants availability due to different timelines and the need to meet deadlines. This chapter presents the data analysis and coding. The outcomes of the data gathered from the in-depth interviews and field notes are constructed and discussed in the form of open coding, axial coding, and selective coding.

3.2   The Narratives Affirmed by The Data

An encapsulation of the questions posed, and the responses thereof are discussed next. Critical information was revealed as the semi-structured interview questions were raised and refined by the

researcher. The interviews proceeded without any preconceptions as the participants directed the conversations, covering a wide variety of topics which were compressed into five broad topics for discussion. These topics are discussed using the exact words, verbatim, of the research participants except where certain names were mentioned and were replaced by RP (Research Participant) or NRP (Non-Research Participant) with a relevant consequential number that followed: ꕔ (Represents Upper Managements Names not to be Mentioned), ꕤ (Represents an Employee's Name that was Mentioned) and O1, O2 and O3(Research participants that were observed) Section 3.2.1 reflects the results from the rich data. This was done for ethical purposes and to ensure confidentiality. The reader can refer to this paragraph if they get confused later. It is also indicated in the List of Acronyms/Abbreviations.

3.2.1 *Change Awareness*

Open, axial and selective coding brought to light the participants' various opinions on what the changes were that were actually taking place within the organisation. This heading was adapted in lieu of how aware the employees were of the changes occurring within the organisation. The question posed to the research participants related to whether they were aware of the changes occurring within the organisation and if yes, what were the changes. Each participant was encouraged to speak freely or 'speak your mind' so the outcome was rich data. Their collated changes related were new directorships; introduction of new inventory system; many once loyal employees resigning and replacement by new employees; growth of the company over the years; the company's imminent change to its accounting and inventory systems; ISO, and Security; these are just a few of the variations. The noticeable differences from each participant even though they were from the same departments or were friends who socialised during lunch breaks or Friday afternoon sessions, were astonishing. Percentages, numbers and bar charts were derived according to descriptive statistics and coding as mentioned in Section 2.6 of Chapter 2.

In this section descriptive like statistics are used in the form of percentages and frequency to analyse raw data from the interviews. It is interwoven with direct quotes from RPs to give it a rich nature. Some of the direct quotations from the interview process pertaining to the participants' awareness of the changes within the organisation included:

(i) 21% of participants, 4 out of 21 employees, mentioned the two new directorships within the organisation:

"Last 3 years: 2 people promoted to be Directors: 1 of them is NRP1 and the other is Director 1, which makes my heart happy because it's a woman.' 'I'm aware that Director 1 and NRP1 have been promoted. They are now Directors of the company which we are happy of. Very, very happy."

(ii) 68% of participants, 13 out of 21 employees, reflected concerns for the staff turnover:

"Just to list what I have mainly seen is the big turnover in staff. Some people are changing positions and some people are leaving the company. Lots of new people coming and lots of people going. By going I mean leaving…all I notice is there is new people and let's say now, similar to nonsense going around this place. People back chatting and talking behind backs. That's the reason why people are leaving."

(iii) 4 out of the 21 employees (21% of participants) noted the growth of the organisation while the other 17 participants were indifferent to the expansion of the organisation:

"Like in the company, I see the company is growing. Bringing in new people. The company is growing but the workload is becoming heavier even though there are new people employed to do the work. We now have so many different duties."

(iv) 1 employee, at management level (5% of participants) was aware of the new accounting system that was in the pipeline at the time:

"Yeah, I think we going to use a new programme. I don't know fully what it's for but apparently it will be good for the company."

(v) 95% of the participants were not even aware that a new accounting system was being considered; "We have not heard anything."

(vi) 14 out of 21 employees (74% of participants) were aware of the inventory system currently running:

"Since I have been here the changes with the sales, the Pipedrive coming into effect that was a change. There are actually a lot of changes. There was a system that was introduced, the one after Tea-Cup, Pipedrive. I am happy about it because it helps a lot of us to simplify our jobs. Like now, we employed a new dispatch manager."

The other 26% of the participants mentioned: "I don't use that so it does not affect me."

(vii) 3 employees (16% of participants) mentioned ISO and Security: "Health and Safety, Warehouse and Management also." 18 of the employees did not mention anything about these changes.

3.2.2 *Feelings or Reactions Towards These Changes*

In Figure 3.1, a Word Cloud was created by the researcher utilising various words mentioned by participants of the research. Open coding, as referred to in Chapter 2, revealed the various words that were spoken by the participants of this study, enabling the researcher to generate the Word Cloud. The participants, on their own volition, mentioned these words on a number of occasions during the interview sessions, seemingly expressing what the main issues are that have been playing on their minds constantly.

The Word Cloud

Figure 3.1: The Word Cloud

Figure 3.1. is the Word Cloud that was generated by the researcher after collating the various words spoken by the participants during the interview process. The Word Cloud analysis is a graphical representation of the frequency of the words used when describing their feelings toward change, especially change to the Tea-Cup inventory system. The larger the word is depicted, the more frequently the word was mentioned within the data model. According to the Word Cloud model, it is apparent that many negative words were associated with feelings toward the change regarding Tea-Cup. Tea-Cup is an inventory system that was programmed specifically for the manufacturing of custom-made shelving. It was initially set up for the bill of materials used to manufacture each sub-section of custom-made shelving and to track the process of that specific project.

During the interview process, the most frequent change that employees mentioned was Tea-Cup. The organisation brought in this inventory system and did not inform or train all employees on the system so the employees were thrown in the 'deep end' and the notion of 'sink or swim'

overwhelmed them. The very next sentence that followed from the employees' responses included the words linked to 'stress' related to the Tea-Cup system. Once the interviews were transcribed and the Word Cloud model came into play, the commonality of certain words was depicted. Negative words such as 'stressful', 'blamed', 'disappointed', makes 'workload heavier', and 'being blamed' appeared fairly frequently. These words mean a great deal to the employees, who expressed them, as they do play on their emotions and eventually affect their job performances. Employees expressed how undeserving and unfair it was for the system to be dumped upon them without proper training. Stress seems to appear in instances that may seem irrelevant to one that is not experiencing it. Amongst the already most frequent negative words expressed, other negativity is portrayed by words like constantly unhappy, crumble, failure, ruin, unbearable and frustration.

The utilisation of descriptive statistics, mentioned in Section 2.6 of Chapter 2, assisted the researcher in obtaining percentages in this study. At least 75% of the participants found it difficult to express their feelings. Some used examples and others took a few minutes to gather their thoughts. One administrative employee has worked within the organisation for 3 years and during that time was moved to at least five different positions; this employee said:

"I've been through many changes. My thing is, I get a little anxious when it comes to change. I think I overthink what the outcomes will be of the change, but if it is a positive change and it helps everyone then it does make me feel better."

(i) Those who mentioned the high employee turnover stated:

"It is a big concern because your biggest asset inside the company is your staff. Now, if people cannot handle what is going on in the company and therefore leave, it is a big concern to me because it states that the company is not willing to change their systems."

"I'm happy for them. Just a little worried – what might have been the reason for them leaving. It's exciting but on the other side, my question is, I say the company is doing well, they are getting jobs, that's why they are getting people but why a company like this keeps on losing some of the good people? That is something that I don't understand."

(ii)   Managers that mentioned the promotion of employees or appointments of Directors stated:

"As I've said, the one change about people being promoted – yeah, I am very happy about that. I am very relaxed, especially a woman is in there at the head…However, It's like with you. Nobody here really addresses you as the Director and to me, you are a friend, confidante and my boss above all else."

(iii)   Direct comments from participants that mentioned company growth and new systems were:

"On my side, I am happier. Even if it is not a big thing, there must be like small things that does change in the company so that the company can grow. I like change a lot."

"I was excited, new changes to improve our jobs. Just makes you more excited. Shows the company is moving to a next stage. Makes you more excited and a challenge to come to work and do things like that."

"It was stressful, and I was scared, I was very scared. So that to me is too stressful and I'm uncertain because I don't see it working though. Oh, I feel so stressed. Very stressful, it's stressful."

"Why must I keep changing, it keeps changing, it changes all the time. It's annoying. It leaves me angry when the job comes back, but I understand this is the workplace and I have to deal with it."

"I think it's good changes. However, it is also bad because not everyone working properly on the programme and most of them are using the system incorrectly."

(iv)   The response from participants on change in general within the organisation was:

"I feel upset because of the people and what they do and say is making me want to leave the company itself. When first started: It was okay, but now 2 years later, it is just a changed company. The atmosphere and all that stuff."

"It makes me a little bit anxious, maybe as well but it also make me anxious in a good way. And…I was very excited, did not sleep that night. When I first got here, I was stressed, I struggled a lot but now I stress about what's happening here."

3.2.3 *Detrimental Factors of Change*

There were very few responses to the detrimental factors of change; however, the researcher, at the time in the capacity of Director, found it pertinent to the research and findings to take the company further with greater strengths.

Administration 3 stated, "Internally in the company from management side, I think communication is key when it comes to change. Obviously getting some kind of input from the employee as to how they feel; obviously, they don't make the final decision but if there is some kind of input...This is what we want to do, how do you feel about it, maybe suggest something different. Obviously, you have the experts in here for change, so I think communication is key to changing. During the change, before the change and then following up after the change to make sure that everyone's coping, everyone's happy."

Manager 1 responded simply, "I think we should sit down and discuss everything first."

Manager 4 stated, "Production. Production must not be late. I'm not involved in production, but I can hear all the stories of what's going on between the office staff and here in the factory. The delay between printing of the papers and releasing it here at the office and the factory. Admin side. They want to work out in 4 weeks and the office people sitting 2 and half weeks with the paperwork and the people on the floor only get it with 4 to 5 days to complete the work."

3.2.4 *Communication Before and During Change Processes*

The researcher posed the question regarding communication in the change processes: Have these change processes been communicated to you properly? and the responses from the participants were not surprising to the researcher.

"Always just pointed at me…Not yet. Well, that's the thing, hearing things through the grapevine is never accurate. Always just in the passageway, not directed to us."

"In the beginning, …. it wasn't communicated to me for the time that I won't be going back… So, I feel there was a bit of lack of communication and the uncertainty and the anxiousness that comes with the uncertainty."

"The whole communication process is missing. It is. You see people working here and they have not been introduced or you see them coming down the passage to ask you for something, you don't even know who the guy is."

"Sometimes…Yes, we had meetings…but…Not at all…Very big problem…. So, communication wasn't good."

"They only told us that it's coming but not what the machines are going to do. I found out by myself; I was also asking around."

"I think that's the biggest problem we have, the communication between management and staff. That's the biggest problem we have got… We were not informed of anything. Nothing whatsoever, we didn't even know we are getting a new manager and here he is sitting in that office when we arrive, not greeting any of us."

Three participants response was simply, "NO!"

3.2.5 *Management and Employee Faith in Management*

During the course of the interview processes, ten out of the twenty-one participants were very forthcoming about managers, management, and their faith in management. These participants brought to the attention their actual views and examples that were an eye opener to the researcher.

(i) Some of the general direct comments were:

"I can just run away and leave everything and that's when I start to make mistakes. Because, every day he is shouting, I don't know whether he talks like that, or he speaks like that. Whenever he

speaks, I feel like I can just get out of the office even when I want to capture, I feel like I have to just **get out**. Then I come back when it's quiet. There is a person that speaks loudly; he is speaking loudly but he is not…you can feel like he is shouting, really shouting. Then you get jumpy, you get restless and then everybody is going up and down."

"My feeling is that people can't take that pressure, the screaming and shouting and all the things going around here. I am not very positive. The only thing I can say about him is that he can draft an email, that's it. He feeds off all sources around in the office. Anxiety mostly is starting to kick in, 'cos you fear every day, you don't feel like coming to work anymore regarding the new boss that also started here. Anxiety is a big role; that's myself and other people in the company regarding my boss. You try to explain yourself to him and he says no that not what I asked, I want a straight answer and then he starts screaming and gets aggravated and then steps out of the office. Yes, we all went out crying for help, nothing was done about it. I used to love coming here every morning until he started working here. Everything just turned around, like 360 degrees turn around. No one can work that way."

"You can't always check over their shoulder, you can't always micromanage. If you got the right employees in the right positions, they would do well for you. Dedicated and committed employees…but when you try and micromanage, you are just killing their spirits. Sometimes before I come to work, I am very stressed before I walk in the door because I know what the day brings. I've been told, listen it's how you deal with it."

"According to me, there are some of the managers that want to do everything. They control everything instead of just concentrating on what they are here for. They want to be all over. Then, that's when we start getting confused… This is the tricky part, whereby, I am saying, we ask the questions, they only give you the answer when it suited them. They can only be your manager when it suited them. If things are going right, but if things go wrong, everyone pulls back. That's what's happening here…. They mustn't just come on Christmas day only, they must be here even on normal days, when it's very cold. But they just come like only on Christmas days."

"It's like we have more chiefs than Indians. That's what it looks like. More chiefs than Indians and each department does not know who to go to. And if they do have a manager that they can go to,

some of the Indians don't want to go to that chief because they find that, that chief doesn't listen to what they say. Or when there is a problem, it never gets done so they go to somebody else, which to me is wrong. Each department has a problem. Operations has a problem. I sit there and I hear it all every day. Nobody's listening. There is no compassion to the human being. There is so many name callings and a lot of back biting."

(ii) Response to whether the changes were managed properly:

"No because they are secretive. You only find out when it has already been implemented. They don't take you through that step. They say no we have already changed; we are using this. So, that is not how to work."

"I won't say it's managed properly, for us… When auditors are here, we are only standing on our toes. We have to find things and we run around. We got a 2-floor office, which you go down and up. It's not healthy either and it consumes much time. Should we have done it properly like using the documents we have in the system, then we won't be running around but we do run around. We like stressed by the end of the day. You're tired, you are exhausted, and you look back there is nothing that you have done but spent the day running around looking for documents."

(iii) In respect of faith in managers:

"I have faith and confidence."

"I am very happy with Management. All management. The big boss, yourself, and RP20 I don't know managers in other departments."

3.3 Open, Axial and Selective Coding

After the descriptive like analysis was conducted; the Grounded Theory coding process as described by Mezmir and presented in figure 2.2 was followed. Mezmir (2022) mentioned open coding which can progress towards axial coding or may entice the researcher to go back to collect more data, while axial coding prompts selective coding or the return to open coding and/or further collection of data and this cycle continues back and forth until the final coding process reaches

saturation. According to Charmaz (2006) the coding phases "Initial", "focused" and "theoretical" while Strauss and Corbin (1990), utilise the terms "open", "axial" and "selective", so the researched selected the utilisation of "open, axial and selective coding". The researcher, for the purposes of this study, henceforth describes the outcome of open coding as "themes", the outcome of the linkage process of axial coding "concepts" which constitutes clusters of inter-related concepts and the outcome of selective coding as "categories" – as aligned with Mezmir.

The reader is reminded of the acronyms ϕ that represents Upper Managements' Names, ℘Represents an Employee's Name that was Mentioned and RP is research participant for the intent of anonymity presented in the List of Acronyms/Abbreviations. Photo 3.1, Notes taken during Interview with RP 13, the image below is positioned here as a sample of the other form of (besides the audio recordings) data that was utilised in this research.
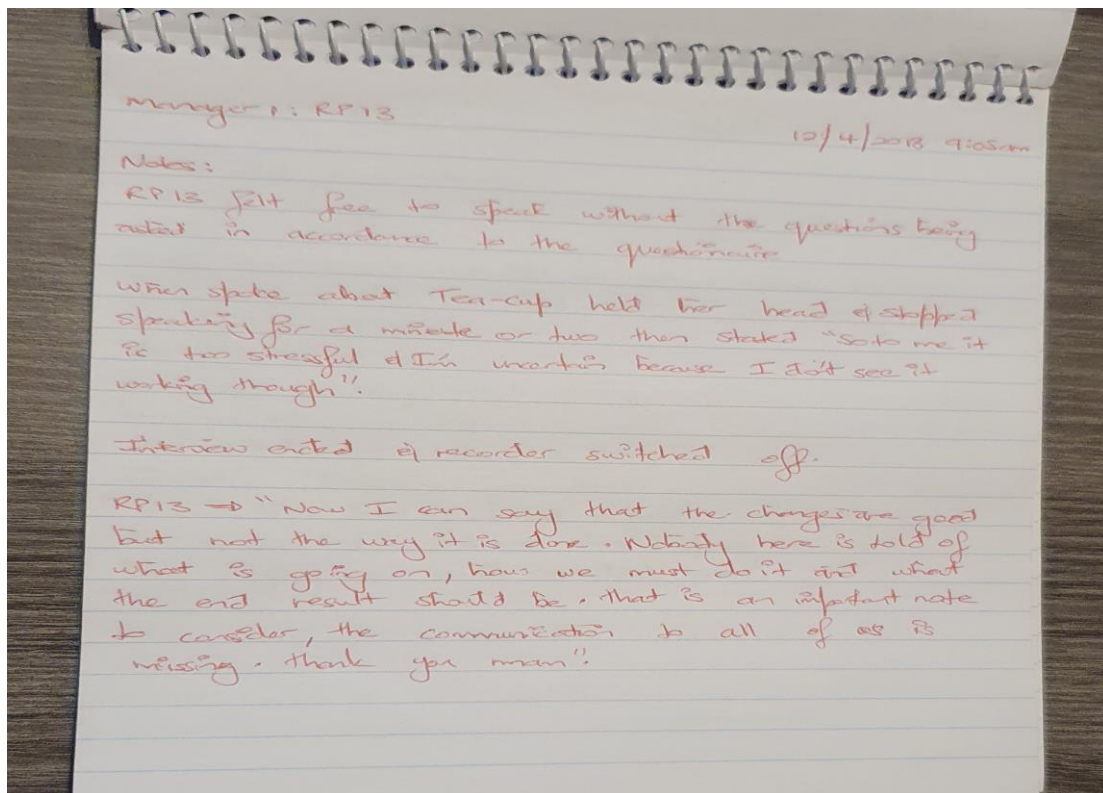
Photo 3.1: Notes taken during Interview with RP 13

Photo 3.1, Notes taken during Interview with RP 13, reflects additional data that was utilised during this study. Themes from the notes during interviews were also utilised in conjunction with

the transcriptions of the audio recordings, during the data analysing phase. Photo 3.1 formed part of the field notes taken by the researcher.

3.3.1 *Open Coding / Themes*

Open Coding was discussed in Section 2.6.1 of Chapter 2. According to Charmaz (2006) detailed, line-by-line Initial/Open Coding is more appropriate for interview transcripts than the field notes documented by a researcher. The first step in open coding consisted of line-by-line reading of each transcription, which disclosed 261themes formed by their attributes according to frequency of those specific words or phrases that were mentioned. Mezmir (2020:19) indicated the open coding process involves breaking down the qualitative data into distinct parts then examining these parts closely and comparing them for similarities and differences which leads to emerging concepts or categories. The researcher, in line with this, frequently compared the words of the interviews with each other during the process of analysing data. According to Merriam (2009: 184) the most common situation is when the researcher comes up with terms, concepts, and categories that reflect what he or she sees in the data. The reader is reminded that the data consisted of direct words or phrases quoted by the research participants in response to the open-ended questions posed during the interview process. The line by line reading of the open coding process enabled the researcher to fracture or split the data into individually coded segments (see photo 3.2 below). For example, to name but a few:

"Tell the people … talk to them … and sit down and discuss with the employees" are some of the phrases that were grouped together with any word of phrase related to communication within the organisation.

"Why a company like this keeps losing some of the good people. That one was a very hard worker, but just like hhheewww he is gone, he resigned, but why? Why did we lose this good people?. Lots of people coming and lots of people going. Favouritism exists here: we were told that there is no medical aid, no pension fund….but there is a lady that started working here last year, she has medical aid". These type of quotes were grouped together in relation to the human element.

The open coding process produced 261 themes from the twenty-one research participants respectively. The various groups were distinguished by different colour highlighters. Photo 3.1 below reflects an image of how the copen coding was performed.
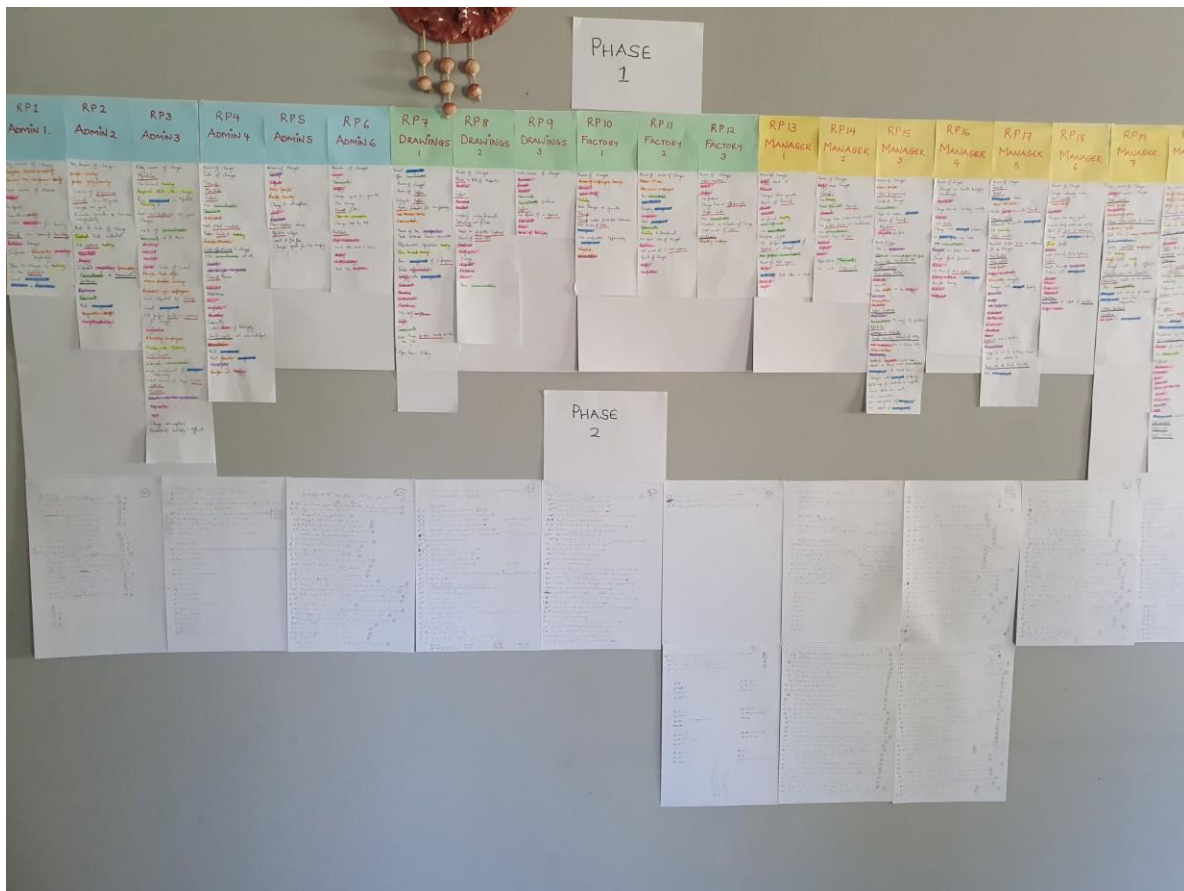
Photo 3.2: Open Coding

Photo 3.2, Open Coding reflects the process of open coding. The researcher identified the key words, terms and phrases, wrote the themes into post it size paper for each participant and pasted then in sequence according to each participant. This enabled the researcher to gain a complete view of all the themes that were produced. The researcher then highlighted similar texts or themes in the same colour to group or themes together. The open codes or themes are indicated in the coloured post-it notes after it was clustered.

Photo 3.3 below is an image of the colour coding that the researcher used.
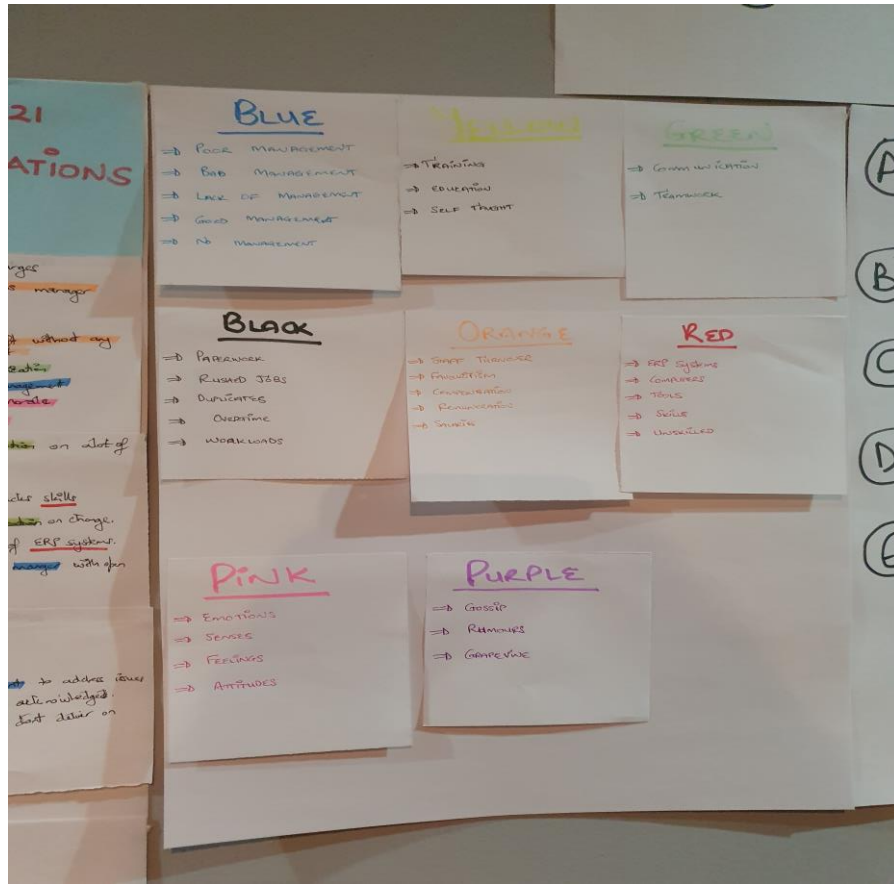
Photo 3.3: Grouping with different colours

As presented in Photo 3.3, grouping with different colours indicates the themes, words or phrases linked to the colours were as follows:

- Blue – reflects managers: employees viewed managers as bad managers and considered current managers not worthy of the title;

- Yellow – was linked to Training, Education and Self-teaching; Green – Lack of Communication and Teamwork;

- Black Underline – Paperwork, Rushed Jobs, Duplicates, Overtime and Workloads;

- Orange – the Human Element: Favouritism, Compensation or Remuneration or Salaries; Red Underline – ERP Systems, Computers, Tools, Skills, Unskilled;

- Pink – Emotions, Senses, Feelings and Attitudes; and Purple – Gossip, Rumours and Grapevine.

After the researcher sorted and clustered the words, quotes and phrases that were similar, manually noted the themes until the coding process was completed. Due to the questions posed to participants

being open ended, the grouping of the codes could not be presented by means of the questions. The free flow of perceptions, views, phrases, and words was vast and in no particular order.

3.3.2 *Axial Coding/Interrelatedness of concepts*

Axial Coding was discussed in detail in Section 2.6.2 of Chapter 2. Axial coding is the second level of coding that further refines, aligns, and categorises the themes and most importantly, to study the causality between categories and the concepts. During this axial coding phase, the researcher, based on the work by Tie *et al.* (2019), re-arranged the themes by utilising structure for the interconnection to be evaluated, derived from cause, condition, context, and consequence (see Bluff, 2005:154). Viljoen in Martins, et.al. (2017:238) stated, "Axial coding is commenced by looking at the interrelationship. It is asked what impacts on what? It is here that the causal diagrams of design thinking are very handy." During the axial coding process, the researcher refined the themes that emerged from open coding, which resulted in new and fewer concepts by regrouping. A sample of the process is reflected below in Photo 3.3, Regrouping themes to concepts below.
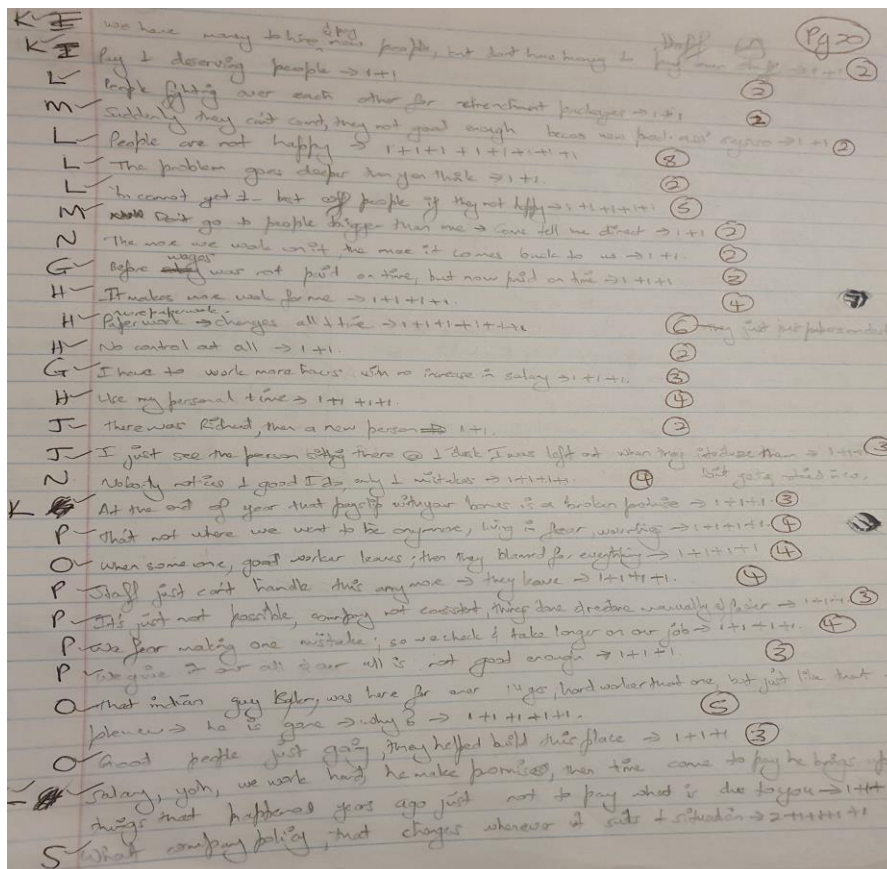
Photo 3.3: Regrouping themes to concepts

Photo 3.3, Regrouping themes to concepts, is an image of the manual regrouping of the themes enabling concepts to emerge. 107 concepts were derived. Merriam (2009: 181) explained that categories are abstract parts that cover many individual parts of the category. In this study the category is referred to as the concept. The researcher labelled each concept with an alphabet from A to T, covered 21 pages, and upon further refinement the concepts were reduced to 107 concepts, alphabets A to H. The researcher noticed certain concepts were repeated by different research participants on a number of occasions, for example: "People are leaving….people are going…people are resigning" have been mentioned 13 times by the research participants. The concepts were grouped together according to the direct words or phrases that were uttered by the research participants in respect of the type of concept. A brief summary of this is reflected below in Table 3.1.1 (Example).

Table 3.1.1: A brief summary of concepts and what it relates to

CONCEPT GROUP	NUMBER OF CATEGORIES IN CONCEPT	SAMPLE THEMES/CONCEPTS	RELATES TO
A	18	It is very stressful; I am happy; not motivated anymore; cannot work this way.	Job performance, employee emotions, Human Element
B	19	Self-taught, no training, ✿showed me how.	Training of employees
C	6	Not aware, not informed, work as brother and sister.	Communication and teamwork
D	12	Great boss, bad manager, only have the papers but cant do the work.	Management
E	19	People coming, people going, good loyal people.	Employee Turnover
F	23	Teacup, Syspro, pastel, excel.	ERP Systems, Computers and Tools
G	5	Print and don't fetch so reprint, paper lies there, waste time by redoing.	Costs, Wastage, Time, Paperwork
H	5	Heard via the grapevine.	Gossip and Rumours

Table 3.1.1: Brief summary of concepts and what it relates to.

Table 3.1.1: Brief summary of concepts and what it relates to, is just a glimpse into the refining or regrouping of the concepts. Concept group A comprises of 18 concepts, B - 19, C- 6, D - 12, E - 19, F - 23, G-5, and H – 5 that totals one hundred and seven concepts. Some of the concepts that emerged were: *Good loyal employees, Remuneration, Is it really better, Staff turnover, Intolerable, Happiness, Random, No comparison, Cost effective, Going nowhere slowly, Who are you, Who are we, Favouritism* and *Need these good people*, *Happiness, Excitement, Time Is Money;* to name just a few.

3.3.3 *Selective Coding/Categories*

The researcher, in accordance with Mezmir (2022), completed the final phase, selective coding, by selecting and integrating the core categories as emergent categories and relating these to other categories and core categories. Tie *et al.* (2019:4), in agreement with Birks and Mills (2015), asserted that selective or advanced coding is the procedure for establishing a storyline from core codes that connects the categories. The researcher sorted the 107 concepts into 8 main categories. This assisted the researcher in establishing certain insights into variables and gaining an understanding of the crucial factors of this research. The researcher revisited the transcripts to derive in what context the concepts, from the axial coding, were used then combine the vast categories to advance into eight main categories by counting the number of times these categories were used in the same context. The researcher then utilised tables to develop the concepts of the next step of the analysis. The full transcripts of the categories derived from the interview responses may be viewed in Appendix E. In Table 3.1 in Appendix E, the Category: *The Revolving Door*, illustrates the top categories that emerged from the open coding of the data and relates to the research participants views on employee's turnover, remuneration and passion. NM represents the number of times the idea or words were used by the employees of the organisation.

In Table 3.1, the Category: *The Revolving Door*, as initiated by the participants who are employees of the organisation, and their point of view, is based on their personal experiences within the organisation. Further, in this table, (Appendix E) this category , illustrates the number of times each of the mini categories were mentioned. This enlightenment involves the new employment and the resignations over the short space of a few months and the remaining employees' views and feelings. These mentions were all on their own volition and emerged with great emotion, reflecting the

employees' passion for their jobs and their place of work. *The Revolving Door* is based on sub-categories that manifested during the open coding phase, expressing how many times each of these categories were mentioned by the employees during the interview sessions. *The Revolving Door* sub-categories are all interlinked to each other and discussed next. What is evident is that good, loyal employees are resigning due to remuneration consisting of broken promises, rumours, favouritism, and no compassion for those that are working themselves to death.

The category, *Cost Effective and Going nowhere slowly* relates to *s*ome employees having all the qualifications but being unable to do the work that they were employed to do, yet they earned far more than the original workers who had to do their work as well. Those employees that are doubling their workload do not have the opportunities of promotions or salary increases.

The category, *Who are you* relates to new employees who start work at the organisation without being introduced to the already existing employees while the Category *Who are we* relates to the take on of Symo (Pty) Ltd employees, when the organisation started to change completely into the Symo (Pty) Ltd way of doing, and processes which brought about fear amongst employees. Since Symo (Pty) Ltd shut down, some of their employees were now at Krost Shelving (Pty) Ltd. Employees saw this as a replacement of good, original, hardworking employees by those of Symo (Pty) Ltd, with no benefit to the organisation, as the remuneration of the new employees was much higher and the workload for the new employees minimal. However, *they* had to shoulder this burden. Employees re-iterated their fear, unhappiness and how critical they thought the good, loyal employees who resigned, were needed within the organisation.

Table 3.2, Appendix E, the Category *Your Follower is Not Always your Fan*, is a brief review of the hierarchy of the organisation revealed much. The CEO is the sole owner of the organisation, with a female Director, and male Director, and a team of nine managers, of which only four managers sit on the Executive Committee (Exco) meetings. Research participants included managers, general administrative and factory employees who shared their views on managers and their superiors, as reflected in Table 3.2 in Appendix E. In Table 3.2, the Category: *Your Follower Is Not Always Your Fan*, depicts the views of the employees of the organisation and number to times they mention management from the CEO filtering down towards lower management.

Employees views of the Directorship related to the Category is self-explanatory, with clear expressions of each one being totally different from the other. Employees views on the undesirable manager and managers, in general, leaves one to wonder if the management styles of these managers are intentional to create fear amongst the employees. Employees preferred management that created an open-door policy, who listened to what you had to say or suggest, was willing to assist when they had work related problems and genuinely cared for them instead of just looking for yet another leeway to line their own pockets. Some employees expressed that they were just doing what they were told, even if it is wrong and know will not work, but they do so anyway to keep the peace and avoid management screaming, shouting and making everyone uneasy at the work front.

Encapsulated in Table 3.3, Appendix E, the Category *No One Can Whistle a Symphony. It Takes a Whole Orchestra to Play It*. This portrays the research participants' views on what the key components are related to the changes and what was actually happening within the company. In Table 3.3. Appendix E, this Category: *No One Can Whistle a Symphony. It Takes a Whole Orchestra to Play It*, revealed that research participants realised the importance of teamwork and proper communication that enables everything to run more smoothly within the organisation. There was a complete lack of teamwork amongst some employees or departments and according to the employees, this was due to the lack of or minimal communication from management all the way to the factory floor. Employees stated that whatever was important was heard via the grapevine, sometimes a distorted version, but nonetheless useful, as nothing was ever said directly to the employees. Employees felt insignificant because they were not addressed regarding anything and were not listened to when they had something to say.

In Table 3.4., Appendix E, the Category *Tell Me and I Forget, Teach Me and I May Remember, Involve Me and I Will Learn*: The Category materialised from the open coding processes from the participants' transcribed interviews, detailing some inherent ideas or phrases and the number of times they emerged. The ideas or words are related to different ERP systems (Enterprise Resource Planning) that employees are required to use or internal processes that led to errors and mistakes that were detrimentally costly to the organisation. The research participants' views were based on their personal experiences. As noted in Table 3.4 of Appendix E, the Category: *Tell Me and I*

Forget, Teach Me and I May Remember, Involve Me and I Will Learn, aptly applies to the daily run-of-the-mill situations. Training on any ERP system is essential: 'What you put in is what you get out.' New systems and processes without relevant training means that the organisation is setting itself up for failure. Employees expressed their willingness to learn and would have liked proper training on systems, by the professionals of the systems or in the field instead of learning from someone who learned from somebody else within the organisation: sometimes things were learned and taught incorrectly, hence the chain reaction of incorrect output.

Table 3.5 depicted in Appendix E, the Category: *The More You Know, The More You Realise You Know Nothing*, displays the number of times research participants mentioned the systems within the organisation and their thoughts and views of them. Table 3.5. in Appendix E, Category: *The More You Know the More You Realise You Know Nothing*, refers to the systems within the organisation. The variety of responses were overwhelming, so the researcher narrowed this down to three main systems and quantified the balance with general systems. Employees expressed the view that with current systems, they have not been exposed to full training and in some cases none at all, and that each system that is running concurrently does not speak to the other in any way. Some employees have heard of one or two of the systems but have not worked on them, while others are against any of the systems due to the systems not linking to each other.

In Table 3.6 reflected in Appendix E, the Category *Inside Out*. *Inside Out* reflects the emotions the participants portrayed or relevantly showed during the interview process related to change processes within the organisation. The general consensus amongst the employees regarding the various systems that were implemented, is that any system requires the employees to make it function properly and be a success. However, with no communication related to anything within the organisation, employees were not even made aware that these systems were already implemented let alone being trained on them. Employees who were expected to work on these systems, were not even consulted prior to the purchasing of the systems; their input would have been vital to conclude whether this would work and what sections were missing, thus leaving the systems unsuccessful. Employees felt that the areas that needed just an upgrade to assist faster and more accurate production were ignored; instead, the finances were spent on systems that made their workload heavier and were far more time-consuming.

While the system Tea-Cup worked well for the manufacturing side of the organisation, it did not in any way speak to the billing department which was a huge concern as it opened up the door for deliveries going out, without the customer being billed for them; often they could only be made aware of it when the sales representative sorted it out after the commission on that delivery. This was a very disturbing situation that was not addressed even with the new Syspro implementation. The finance department was not consulted yet again. Employees who worked on Syspro stated that anyone who works on the system needs to have a very technical mindset. Pipedrive was another system that did not speak to any other system within the organisation and was used purely for the tracking of sales prospects. This is one of the times that the employees used the examples of the organisation being *Penny Wise and Pound Foolish* and noted that the organisation should have spoken to the employees and weighed the pros and cons of what they had to say. Direct Quotes:

> "Yes, I know it is something good, but we should have gone for something good the first time, because to me it cost money. Moneywise, it's foolish. Think about it first before you decide." "I know how much they paying him cos he said it so loud for us to hear and then says to the ladies that's what I get paid the big bucks for. Now this people is penny wise and pound foolish."

After all, they were the ones working on the systems and they could have had a smoother running entity a while ago. Employees re-iterated the fact that no training was given to them on any of the systems and if it was given to some employees, it was not done correctly: it was just another employee showing them what they had been self-taught on. Whether it was correct or incorrect, employees had to make do with that. F*our Horses Cannot Overtake The Tongue* was a Category that related to the Gossip within the organisation and employees indicated that the main gossip starters were those among management.

In Table 3.6. of Appendix E, the Category *Inside Out*, is the most important one that relates to the emotions of the participants as employees of the organisation, based on change within the organisation. Studies find that our behaviour is defined by specific emotions, which shape how we perceive the world, how we express ourselves and the responses evoked in others. There are many different categories of emotion: admiration, adoration, appreciation, amusement, anger, anxiety,

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awe, awkwardness, boredom, calmness, confusion, craving, disgust, empathic pain, entrancement, excitement, fear, frustration, horror, interest, joy, nostalgia, relief, sadness, satisfaction, and surprise, to name just a few. Tables 3.1 to 3.6 indicates the top categories that provide the initial ideas and phrases that emerged during the open coding process which formed the categories in an approach that reflects their respective ubiquity, from strongest to weakest precedence. The emotions expressed by the employees of the organisation shifted more towards negative attributes which may lead to resistance to any change if they are not already resisting. If management at this stage invested in Spiral Dynamics Integral, there would have been a better understanding of their employees, the emotions they are feeling at these stages and how all of the employees could have been addressed to get them on board for the change initiatives. The researcher was now satisfied with the eight core categories was comprehensive enough and that data saturation was indeed achieved.

3.3.4 Further Investigations

With reference to Martins, Matins and Viljoen (2017) the researcher applied another level of axial coding to understand the interrelations or causality between the categories as seen in Section 3.3.4 as reflected in Figure 3.2. This was also an outcome of the Systems Thinking module in the TIPS-framework and successfully applied in the work of Keevy (2018). The purpose was to understand the nature of phenomenon of the thesis better, with the triangulation purpose to ensure that a focused literature study could be undertaken, in the Grounded Theory process, As per Martins, *et al* (2017) this further layer of analysis also help organisations and researchers alike to determine the leverage point in systems to intervene most sustainably.
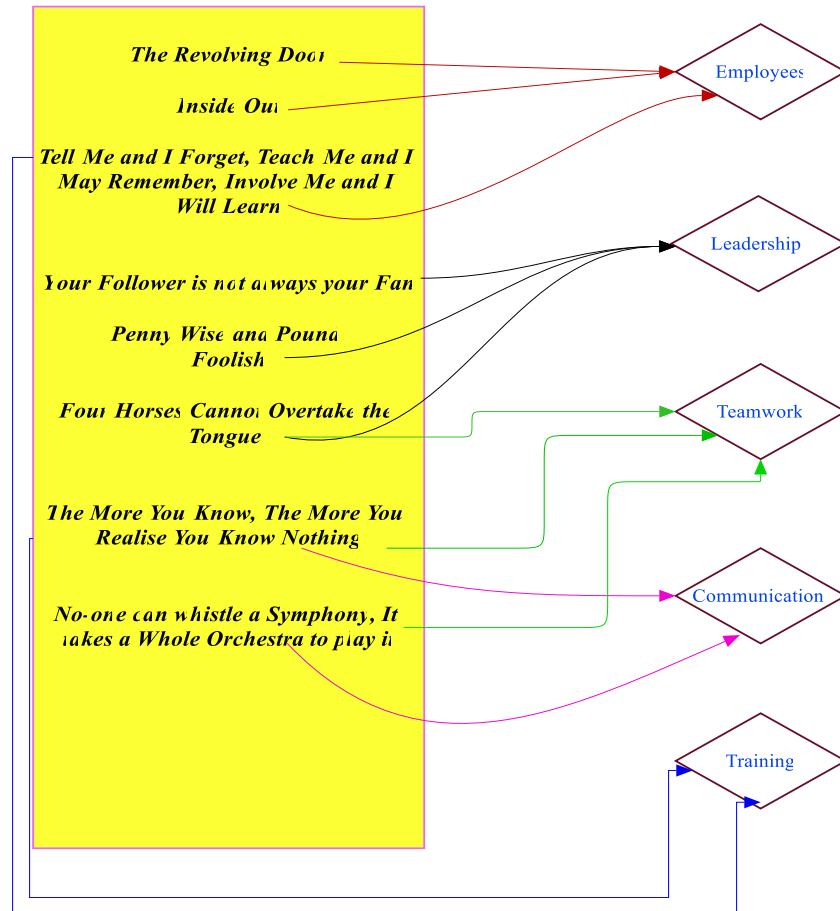
Figure 3.2: Final Categories Impacted from Selective Coding

Figure 3.2, Final Categories from Selective Coding, displays the refined eight main Categories. According to Viljoen (2015) in a complex environment, insight into thinking systems and coping of people within various human niches allows for adaptive intelligence to be developed. To obtain these relations in Figure 3.2, the researcher adapted systems thinking. The interrelations between these main eight categories were then linked to five concepts. The application of the systems thinking methodology of Causal diagrams, mentioned in Sections 2.3 and 2.6.2 of Chapter 2, revealed a construct for the concepts and main category that emerged. The five concepts that emerged are: Employees, Leadership, Teamwork, Communication and Training. The relationship among the sub-categories have been explicitly stated, examined, and categorised during this selective coding phase. *The Revolving Door* relates to the employees' views on staff turnover within the organisation; *Inside Out, refers to* the emotions the participants (employees) stated or portrayed during the interview process, and *Tell Me and I will forget, Teach Me and I May*

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Remember, Involve Me and I will Learn is related to the opinion of participants (employees) regarding training of the employees. These categories have been linked together to form a concept *Employees*. *The Revolving Door, Inside Out,* and *Tell me and I will forget, Teach Me and I May Remember, Involve Me and I will Learn* categories that emerged directly impacted on Employees of the organisation.

Your Follower is Not Always Your Fan, relates to the views and opinions of participants about their managers, supervisors, or bosses; *Penny Wise and Pound Foolish*, relates to the beliefs of the participants on management spending money on what they feel is right; *Four Horses Cannot Overtake the Tongue* is associated with the rumours, gossip, and whispers by management; all three categories were refined to produce the concept of Leadership. *Your Follower Is Not Always Your Fan, Penny Wise and Pound Foolish*, and *Four Horses Cannot Overtake the Tongue,* deliberate on the employees' impression of their leaders, thus impacting directly upon Leadership within the organisation.

Four Horses Cannot Overtake the Tongue, The More You Know, The More You Realise You Know Nothing, No One Can Whistle a Symphony Alone, It Takes a Whole Orchestra, filtered into the Teamwork Category in a different context than mentioned in either Leadership or Communication. The overlap was overwhelming enough to be mentioned in more than one concept. As a close-knit so-called family orientated employee bond, employees congregated together to discuss their current plights without any further information from management. Often, teamwork was amongst only a certain group of employees.

The More You Know, The More You Realise You Know Nothing, exhibits opinions of the research participants related to the when, how, and who is using the various systems within the organisation; *No One Can Whistle a Symphony Alone, It Takes a Whole Orchestra*, is the Category that relates to Teamwork and Communication filtering through every level of the organisation; the major concept Communication was composed from the results of these two mentioned categories. Communication is impacted by *The More You Know, The More You Realise You Know Nothing,* and *One Can Whistle a Symphony Alone, It Takes a Whole Orchestra to Play It* categories.

Tell me and I will forget, Teach Me and I May Remember, Involve Me and I will Learn and *The More You Know, The More You Realise You Know Nothing,* are opinions of employees relating to training of the employees themselves on systems and programs that are thrown their way. The more employees tried to make do with what little they know of the systems, the more they realised they knew nothing at all because of no relevant training provided. Categories can be viewed in Appendix E. The next step in the coding process is the selective coding which is discussed in Section 3.3.3. These are the eight core categories of the selective coding.

The researcher was able to select two core categories by comparing and the main core categories of the first two phases of the data analysis process. Figure 3.3, Concepts Derived through Selective Coding, reflects the final steps during the selective coding process.
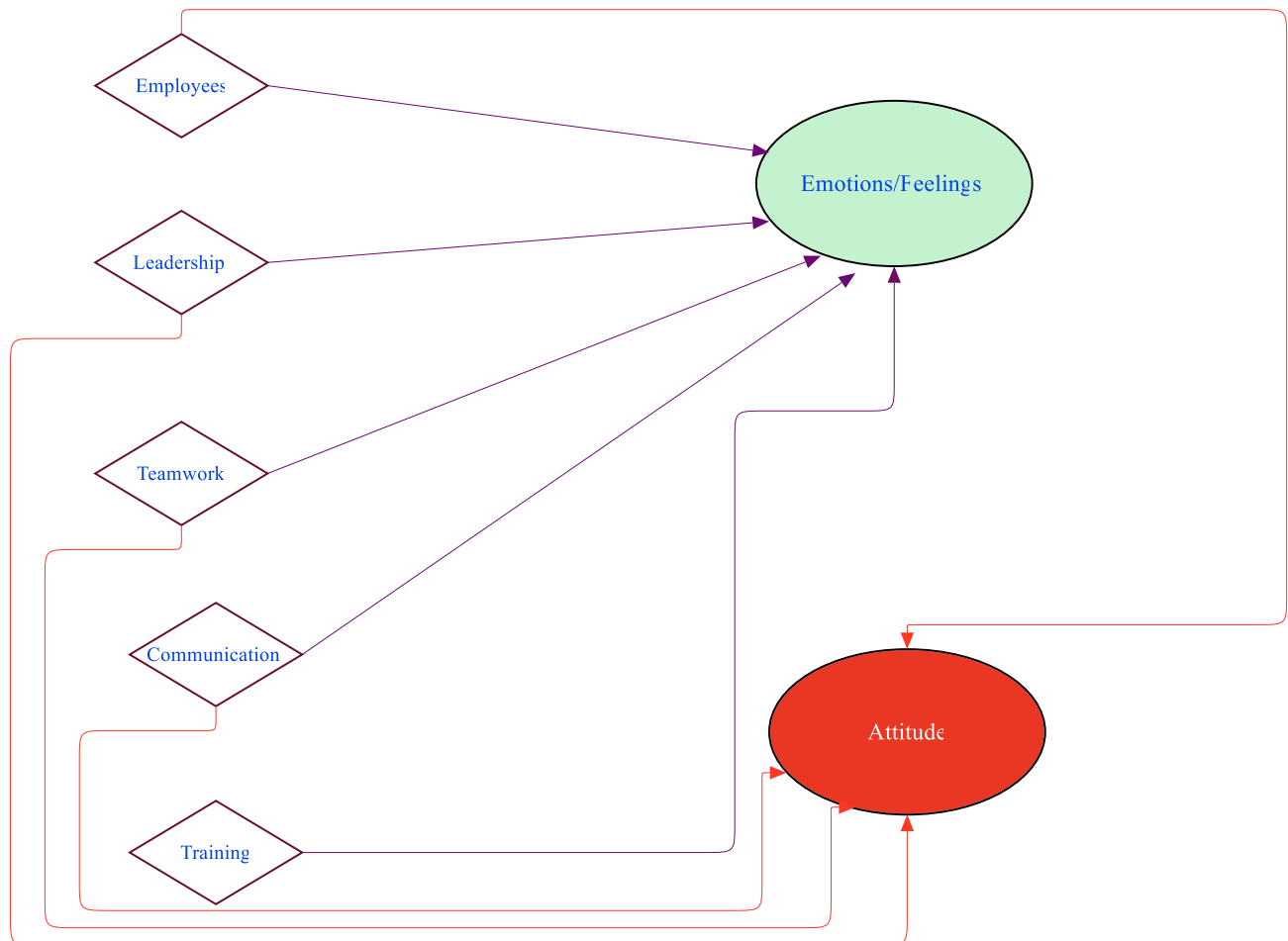
Figure 3.3: Concepts Derived through Selective Coding

Figure 3.3, Concepts Derived through Selective Coding, portrays the emergence of two vital sub-categories that are affected. These two sub-categories **are Emotions/Feelings and Attitude which emanates from the human element**. These 2 sub-categories reflected in Figure 3.3 play an exceptional role in the success of an organisation, irrespective of whether it is during a change implementation or on an organisational going concern basis. The five main sub-categories that initially emerged from Axial coding were Employees, Leadership, Teamwork, Communication and Training, led to these two main sub-categories that impacts employees' Emotions/Feelings and Attitude. The human element is proven to be the most critical factor within the organisation.

Figure 3.4: Final Core Category from Selective Coding

Figure 3.4, The Final Core Category from selective coding, and a continuation of the causal diagrams, as mentioned in Sections 2.3 and 2.6.2 of Chapter 2, from the axial and selective coding in Figure 3.3, provides insights that express the fundamental category. Emotions or Feelings and Attitude are the feelings of the employees and their reactions to their feelings or attitude that affect how they behave. The core category, *Value-Driven Behaviour,* emphasises how critical the human

element is in any organisation, whether it is during the change processes or not. The findings and discussion on the Spiral Dynamics Integral and Human Niches are detailed in Section 6.4 of Chapter 6. The Axial coding sub-categories reflect the three key sub-categories that are linked to each other, the relationship between the Employees and Leadership and the lack of Communication between them. Ultimately the elements linked to the two main Categories portrayed are linked to the *Value-Driven Behaviour* of each employee especially during times of change. These insights lead the researcher to further her focused literature study, presented in chapter 4.

As Value-driven leadership was viewed as the driver category, the researcher reverted to theory. This was based on the Employees Feelings or Emotions during change and Attitude which created a link to the Spiral Dynamics Integral whilst also triangulating with theory. The researcher found that Value-driven Behaviour is connected to Spiral Dynamics Integral as the theory deals with human adaptation to changing life conditions and also determine Attitude. Section 3.5 in essence leads to the build-up of two of the elements of the Inclusivity of Change Framework discussed in Chapter 7 where is it evident of how Value-driven Behaviour is incorporated with the Spiral Dynamics Integral.

3.4   Conclusion

Chapter 3 delved into the narratives affirmed by the data which included Change Awareness, Feelings towards Change, The Word Cloud, Communication, Managers and Employees Faith in Management. Certain themes and categories developed from data analysis and the 8 main categories are *The Revolving Door; Cost Effective; Going Nowhere Slowly; Who are You; Who are We; Your Follower is not Always your Fan; No One can Whistle a Symphony, it takes a Whole Orchestra to Play it; Tell me and I Forget, Teach me and I may Remember, Involve me and I will Learn; The more you know, the more you Realise you Know Nothing; Inside Out; Four Horses Cannot overtake the Tongue; and Penny Wise and Pound Foolish.*

Selective coding enabled the emergence of the 8 categories After further refining, led to five main concepts Employees, Leadership, Teamwork, Communication and Training. Emotion/Feelings and Attitude emerged from final Selective Coding with Value-Driven Behaviour as the Core category.

According to the research participants of this study, management at Krost (Pty) Ltd, chose to ignore the views of employees during the change processes, thus providing little or no support during this time. Cropping up with an ugly head quite often during the in-depth interviews was 'Just do it' and 'Because I said so' as common responses from managers when employees queried anything. Despite the similarity to the bullying of managers and the frustrated feelings among the employees, hope and positivity were still strongly evident within the organisation. Communication played the key role. However, proper communication channels were not implemented. In Chapters 4 and 5, the researcher explores the relevant focus Literature on these aspects under exploration.

CHAPTER 4:

LITERATURE REVIEW: CHANGE

4.1   Introduction

In this chapter a focused literature review was conducted on the conditions of Change as linked to the topic of this study; and the conditions of the categories that emerged in Chapter 3. Chapter 4 delves into change with related topics such as Six Conditions of Change, Large-Scale Change, Twelve Postulates of Change, The Change State Indicator (CSI), Types of Change, Models of Change, Change Management, Strategies of Change Management, Communication, Change by Pandemic, and also boasts the various figures that explain the Models of Change. This literature review was conducted in the wake of the conclusion of data analysis and as an illustration of the Da Vinci Institute's (2020) TIPS™ managerial leadership framework aligned in Chapter 8 of this study. The literature was focused on the academic and conceptual categories that emerged as well as associated information to ensure the pertinent positioning of the topics. Chapter 3, the Narratives Affirmed by the Data, compelled the focus literature presented in this chapter. This chapter focuses on all relevant information related to change which addresses Section 3.2.1, Change Awareness; Section 3.2.3, Detrimental Factors of Change reviewed in from Sections 4.1 to 4.6 of this chapter; Section 3.2.5 Management and Employee Faith in Management is presented in Section 4.7, Change Management; and Section 3.2.4, Communication of Chapter 3 is reviewed in Section 4.10 of this chapter. The researcher's intent throughout was to ensure the reader, individuals or employees, and organisations are fully aware of all aspects related to Change that is evident in the literature review.

The Change State Indicator (CSI) is a resourceful tool that assesses the progress along the states of change. Following the identification of various states of change by Graves (1974), Beck *et al.* (2018:44) and Viljoen (2015:152) described the Change State Indicator as a tool that evaluates an individual's change dynamics. The types of change examined are transformational, planned, emergent, incremental, strategic, radical, continuous, discontinuous, developmental, and transitional. While an abundance of research is available on the types of change, there is a paucity of academic articles related the importance of Value-Driven Behaviour linked to change. Tobias (2017:2) asserted that Value-Driven Behaviour entails the construction of life that includes particular qualities that move in a particular chosen direction. Although numerous organisations

have encountered change models, the majority are not aware of the profound utilisation and its critical importance. According to Cools-Campbell (2021:2), communication is the key; therefore, to ensure that the change process implemented is a success with any type of change, a literature review was conducted by the researcher.

Jalali and Mohmoodi (2009:1) in agreement with Toffler (1984), asserted that the Agricultural Age, the Industrial Age, and the Information Age (that prominently began in the 18th century) were the three main waves of change in the history of human progress. Zachman (2015) mentioned the information age to be the third wave in agreement with Toffler (1984). In South Africa, the official abolishment of the Apartheid Era in 1991 was the most phenomenal change that occurred when Apartheid was with the repeal of the last of the remaining apartheid laws which arose from the 1994 democratic general elections. President F.W. de Klerk announcement of President Nelson Mandela's release in February 1990 was the beginning of the slow dismantling of the Apartheid system. A whites-only referendum in 1992, approved the reform process and the first democratic elections, held in South Africa, on 27 April 1994, allowed people of all races to vote. The effects of this change are still steadily unravelling to this day and has also impacted on organisations, for example, the employment of different race groups and ages within organisations at higher skill and management levels. Similarly, rules, regulations and technology need to change with the times.

Beck and Cowan's (2006) view on change and the Spiral Dynamics Integral is that life conditions and human capacities are not anchored or permanent, making change imminent; therefore, the Spiral Dynamics Integral should essentially be regarded as a 'moving picture and not a snapshot'. Graves (1974:72) stated: "…man is learning that values and ways of living which were good for him at one period in his development are no longer good because of the changed condition of his existence." Graves (1974:74) further proposed the psyche of a mature human being is a constant 'unfolding, emergent, oscillating, spiralling process', that is distinct, by a developing inferiority of 'older, lower-order behaviour systems to newer, higher order systems as man's existential problems change'. Graves' (1974) exhaustive research also resulted in the emergence of healthy relationships that includes Politeness (P), Openness (O) and Autocracy (A) – POA, in respect of skilful management and effective leadership. As human beings, we tend to change our mentality as the conditions of our very existence change with environmental changes. Tonkin (2010) asserted

that the psychological map enables one to understand where in the value mix one really is at different times, rather than a particular position. Nicol (1983) stated that South Africans are yet again on a great trek, only this time it is over the 'psychological map'. Beck (1983) explained the psychological map in a context of a living system's paradigm whereby appropriation of the coping systems is congruent with the current challenges confronted, how individuals think, and different ways of thinking. This is known internationally as the psychological map; however, it is designated as the Integral Values Map.

4.1.1 *COVID-19 Pandemic*

The greatest change of our time is the current changes the world is undergoing on account of the COVID-19 Pandemic. Page, Hinshaw and McKay (2021:2) confirmed in December 2019 the first known case and sudden spread of the novel corona virus disease in Wuhan, China. According to Oran and Topol (2021), the corona virus, known as 2019-nCov or SARS-CoV-2, identified as severe acute respiratory syndrome-related coronavirus, and spread rapidly to more than 200 countries including South Africa, finally becoming a worldwide pandemic. The worldwide challenge now is fighting this pandemic; therefore globally, this implies many complex changes to our lifestyles, work environment and economies. COVID-19 has turned our world upside down and has a massive impact on the way everyone lives, how everyone interacts with each other, how everybody works, how everyone travels, and how everybody communicates.

Dartnell (2020) described the coronavirus as a disease that is indiscriminate of whom it infects; however, the effects it wreaks will certainly change the world. Beckmann (2020) accentuated that COVID-19 has changed and will continue to change the world of work, our economies, and also our interpersonal relations, communication processes and social coexistence. Mair (2020) emphasised the economy is affected drastically by the coronavirus due to the lockdown and the change in our lifestyles. Economic damage is evident, in South Africa, as tight restrictions were imposed due to the alarming speed that the pandemic spread, each country at different levels, bringing economic activities to a near standstill. Engin (2020:1) recalled the collective conscientiousness of Spiral Dynamics Integral as the transformation of individuals, communities and systems as a better version during the COVID-19 pandemic. Viljoen's (2019) explanations of being Beige on the Spiral Dynamics Integral is a matter of Survival. When Beck in 2017 allocated

Beige to Survival, the emphasis was that Beige is found in a pathological form. This led the researcher to acknowledge during these trying times of COVID-19 that every one of us, human beings, has reverted to our Survival mode, thus making us all a part of the Beige Thinking System.

4.1.2 *Change Itself*

There is nothing more recurring than 'Change'. Tim (2020) asserted that the major constant occurrences in our lives is change itself. We tend to continue to evolve and to adapt to various surroundings and factors that change lives. Organisations also endure the same processes, the inevitable process of change, from times past of the horse and cart age to the evolving of upmarket vehicles. 'Change we can believe and Change we need' is a slogan of Former President Obama's (2008). Change is a continuous process that brings a ray of hope to many; from the manual operation to an automation change; we continue to evolve and adapt to various settings and factors that change our lives. Drake (2020) mentioned that with change being inevitable, one must prepare all concerned for the change processes. According to DePamphilis (2019), the variations of change include expansions, restructuring and downsizing, acquisitions and mergers, culture change and technology change.

Sturm (2019) found that the most intense times for organisations are the considerations of inter-relatedness during restructuring and downsizing, or acquisitions and mergers. Kivimaa *et al.* (2021:2) postulated that change can be very destructive and disruptive dependent upon the implementation of strategies and financial indicators. Fløvik, Knardahl and Christensen (2019) observed that the repeated association of such large-scale organisational changes with employees' health, Value-Driven Behaviour and culture have repercussions for the success of change. A major ingredient of the firm's internal environment is the organisational culture. Perucci (2019:1) indicated that managing change in respect of culture is a very intimidating challenge that must be addressed and overcome. Pomare, Churruca, Long, Ellis and Braithwaite (2019) reiterated that successful change is often secured by the employees involved, their awareness of the change, employees' personal engagement and ownership of it; therefore, it is critical for the employees' concerns to be addressed regarding any change. Understanding the Six Conditions of Change will assist with employees and change.

4.2 Six Conditions of Change

This section at large speaks of the literature of the Six Conditions of Change, that is available, however, it is scarce and did not find its way to change or management within organisations. Therefore, the researcher decided to introduce the Six Conditions of Change into the mainstream academically, in great depth of its originality, into this research and relied so heavily on just these mentioned authors. Beck at el. (2018:49) drew attention to the Six Conditions of Change introduced next, and further emphasised that if these important criteria are not met, the change initiative will not be a success:

Condition 1: Potential for change. Change may not always be attainable owing to the fact that not every individual has the ability to change. Individuals with *open systems* display open minds, delve in exploration of new things, enjoy stimuli and are not obdurate thus allowing greatest possibilities of change. Another contributor to the dampening of potential to change is the *arrested system* where individuals are imprisoned by internal and external boundaries therefore a need to extract the limitations to enable change. An individual may also be rendered incapable of change by the closed system which entails the obstruction by bio-psycho-social capacities that often create fear of change. This threat of change may be environmental, developmental, or psychological, surrendering the individual to being incapable of any change.

Condition 2: Solutions. Individuals who are not a part of the closed system require solutions to the current and previous complications in an effort to stabilise internal or external threats. For example, an anxious person can only attempt change after working through anxiety issues or an individual who is ill will only be able to begin change processes when this individual has confirmation of now life-threatening disease that is causing the illness.

Condition 3: *Dissonance*. Individuals must experience some discomfort in their *life conditions* allowing for the ridding oneself of the old to make way for the new.

Condition 4: *Barriers*. It is important to identify and overcome the barriers to change by means of reframing these barriers.

Condition 5: Insight. Previously failed thinking structures must be revisited to gain knowledge of why and what went wrong, to create awareness of new resources that are more suitable to deal with the problems. The emergence of new life conditions is recognised by the individual through the availability of new models, techniques, and approaches.

Condition 6: Consolidation. Transitions are often unpredictable and extremely difficult to stabilise therefore consolidations and support during all transition processes are necessary for this to be a success. The understanding of the six conditions of change filters through and is introduced in the next section of Large Scale Change.

4.3   Large Scale Change

Rice (2018:1) posed many questions regarding the reasons for change; whether it is just a sudden decision, does the individual warrant the change or is the change wanted by an individual? While the environment changes, there is a constant search for new solutions since every problem has a new twist as it arises. Change is an evolution needed to adapt to the environment thus making change a reaction to the changing life conditions. Beck *et al.* (2018) indicated that one needs to understand underlying beliefs, human codes and good leadership, are considerations that enable successful change. Beck *et al.* (2018) further emphasised that a good leader is aware of and addresses the creation of the perception of shared understanding as the outcome of individual stories that are woven together, thereby involving individuals that unleash energy with commitment to the change initiatives. Based on the scarcity of any further information, The Big Ten Conditions for Large-Scale Change is introduced here by the researcher, in significant volume and heavy reliance on the following authors only. Beck *et al.* (2018:47) postulated The Big Ten Conditions for Large-Scale Change as mentioned next and adapted from Beck (2006:1):

1. **Potential** in the System, Culture, or Country: potential is often the critical factor for change to occur leaving no room for a 'blank state', evidenced by change capabilities and structure enabling new thinking systems to be understood and implemented. Rice (2018:1) and Viljoen (2009) informed readers that either an organisation or an individual must have the capability to change allowing for greater effectiveness and insights of any change implementation.

2. **Solutions** to Current and Previous Problems, Threats Resolved: If opponents are still evident, advances are impossible. Excess energy and exploration become the forefront only after the complex thinking and solitons have emerged, and the relevant equilibrium is attained. Rice (2018), Beck *et al.* (2018) and Maalouf (2014) state that as we need to make way for the new changes, the old problems must be resolved with solutions and in a large-scale change within an organisation, one should also consider the changes that need to occur within the individuals.

3. **Dissonance** present in the Current System: As an awareness of the gap between life conditions and the coping mechanisms becomes prominent, search for new solutions with dissonance releasing energy and stimulating renewed thinking for manoeuvre along the Spiral Dynamics Integral. Viljoen (2009), Rice (2018) and Cherry (2020) mentioned that dissonance may arise within the individual or the organisation, creating a feeling of unease and discomfort, distinguished between a threat or an actual desire to do something differently.

4. **Insight** available into Probable Causes and Viable Alternatives: There are insights that individuals possess, glimpses of new solutions and life conditions as a reassurance of going down the correct path. Insights into systems form, decline, reforms with considerations of supplementary scenarios, newer models, and alternatives, are best recognised in the new life conditions customising Memes for congruence. Beck *et al.* (2018:50) found that the recognition of emerging new life conditions, necessitates the presence of insights as to what caused fostered the collapse of the previous thinking system.

5. Insertion of Energy to Power up People, Systems, and Resources: The importance of different forms of stimulation such as compulsion, motivation, and changes are utilised to channel energy into positive than negative ones.

6. Mapping Change from What to What: Individuals have the need to know why changes are occurring and the 'why' aspect may be covered by significant values, idioms and language increasing the ease of change movements.

7. Leveraging Tipping Points, Causes Célèbres, and Defining Moments to Expand Potentials, Enlarge Visions, and Promote Actions: The momentum and dynamics of the change shifts may be clarified as opportunities by the wild cards, surprises, or unforeseen circumstances.

8. Identifying and Overcoming **Barriers**, both Internal and External, which have Blocked or Frustrated Change: Ensuring a solid foundation is in place before rebuilding is achieved by dissolving barriers including people, families, actors responsible for contradictions, excuses and rationalisations that hinder change. Maalouf (2014:15) and Rice's (2018:6) use of the large-scale psychology or an individual, personal approach may easily assist in identifying barriers and removing them permanently.

9. Consolidation Efforts to **Support** the New Thinking and Actions must be Activated: Rice (2018:6) pointed out that although individuals are all geared up for new insights, it is only natural that old habits lurk around behind the scenes. During transition, support, namely, structure, social, financial, and emotional, must be in place to consolidate and stabilise the new solutions. This assists to also address the anticipated hesitancy, head long curves, misapprehensions, and false starts.

10. Anticipation of the Next Set of Problems that will Arise from the New Solutions: Anticipate expecting the unexpected. Rice (2018) confirmed that when the change initiative has been complete, one must not retreat into a comfort zone, but rather expect new problems. The vital question of what could go wrong or what new issues will arise now from this resolution and from prior problems. Mind and brain should be set on the integral path of recognising success or failures linked to new thinking, plans and actions.

The researcher leaned so heavily on the above-mentioned authors, as more recent research and citations, in respect of this topic, were not found during the times of this study. To gain further knowledge on Change the researcher delved into the understanding of The Twelve Postulates of Change as mentioned in the next section 4.4.

4.4   The Twelve Postulates of Change

This following section has not been widely acknowledged or identified in organisations, related to change, therefore the researcher leans so heavily on authors Beck (2000) and Beck et.al (2018). Beck (2000) identified twelve postulates as an integral perspective on globalisation. Postulate, in the words of Beck (2000:5) is defined as 'an essential presupposition, condition, or premise of a train of reasoning'. Beck (2000) further explained 'the Prime Directive' as a critical mass shift that is created by simultaneous and sequential togetherness of these postulates, requiring global

thinking and global solutions to global problems. Beck (2000) mentioned that the Prime Directive and individuals become co-creators in crafting the human story. Beck's (2000:6) twelve postulates as mentioned by Beck *et al.* (2018) are explained below:

P-1: *Reframe Globalization Issues Around Value System Codes Rather Than Behavioural Stereotypes* – By understanding and considering the deeper value systems and complexity strata through holistic/integral frames (yellow and turquoise) instead of racism, ethnical, nationalistic, economic, moralistic, and other oppressed filters, possibilities materialise to develop for realistic views with appropriate solutions to real problems that arise. Beck (2000:6) utilised the recognition of core cultural codes to assist in identifying the external behaviours and actions, for example, with the HIV infection rates in parts of Africa. If you identify the causative category as 'African' or 'black,' or 'poor' or 'Third World,' you will miss the point entirely. Not all Africans, blacks, poor, or Third Worlders exhibit the identical sexual behaviours associated with AIDS. When women are influenced by the Purple/animistic/safety and security MEME, it is in their interest to breed large families because their children will provide a work force (gather wood and water) and future security. When men are dominated by the Red/exploitative/predatory value system, they will impregnate as many women as they can just to keep score. And, when they believe (Purple) that having sex with a virgin will cure their AIDS infection, you can see why the plague spreads so rapidly. So, the pandemic is a Purple and Red problem; not a 'black' problem. Blacks in the Blue, Orange, and Green zones are less vulnerable to the destructive behaviours. 'It's the Memes, stupid!'.

P-2: *Create Vital Signs Monitors to Track Deeper Currents and Critical Indicators* – To eliminate the dangers of being trapped in a paradigm, it is important to develop dimensions that monitor the congregation and movements, ensuring enablement of logic or greater understanding of traditional, social, health, quality of life and economic gauges currently available. The overlay of the MEMETIC codes onto the geographic information surveys may identify the social eruption areas to more easily control or avoid the blood shedding activities in the world; for example, if the cultural code of Sierra Leone or Rwanda was monitored by the United Nations (UN), the outcome would have been remarkably different.

P-3: *Focus on the future as more significant than the past in shaping the present* – Even sub-cultures go through the stages of development, looking ahead to the future instead revisiting the past to shape the present, by concepts such as live and let live or thrive and help thrive. In South Africa, The Truth and Reconciliations Commission and Australia's 'Sign the Sorry Book' campaign are means of moving away from the past into the future addressing issues like slavery, segregation, and discrimination.

P-4: *Search for the new intelligences that appear around chaos and within crucibles* – Spiral Dynamics Integral enables the Value Quotient to emerge once the older thinking patterns are unable to manoeuvre the new complexities that were created, with the intention now of assembling solutions, organising them according to the social development stages and examine the new codes and insights that will appear naturally. Viljoen in Beck *et al.* (2018:53-65) revisited the South African Crucibles and marvelled at Beck's, around the 1990's, magical interweaving of the gifts of the different value systems during and after the apartheid era.

P-5: *Identify the superordinate goals that transcend other priorities and agendas*. – The superordinate goal umbrella comprises an authentic and beneficial outcome that everybody values. Threats, problems, and challenges that are currently traversing across all borders are the expanding gaps between the rich and poor, water depletion, global warming, etc. and now the world is currently facing the COVID-19 pandemic that has professions, scientists, medics and even the ordinary man scurrying for a cure or attempts to avoid contracting the virus.

P-6: *Facilitate and honour the inevitable steps, stages, and waves in human emergence.* – Beck *et al.* (2018) mentioned that the Blue Niches (4th) and Orange Niches (5th) of the Spiral Dynamics Integral are a perfect blend of 'good authority' and 'practical enterprise' that emerges when unique forms are crafted to suite different circumstances instead of going with the 'one size fits all' standardised perspective, building on the quality of the more complex 'MEMES for future economic and political development spectrums.

P-7: *Mobilize all available resources (quadrants/levels) and focus them like laser beams*. – The Meshwork solutions is that the laser beam focuses on vital steps and stages of emergence for the

integration, alignment and synergising of families, schools, religion, law enforcement, political institutions, and professional societies. Beck *et al.* (2018:148) proclaimed that the foundations built on the mesh works of identifying, integrating, aligning and mobilising will be detached from their own images.

P-8: *Contain destructive conflicts while respecting the essential cycles of change.* – Major conflicts, for example, terrorism, bloodshed, battles over resources, and corrupt leadership, may be weakened from all angles immediately when the ᵛMEME flows are acknowledged and accommodated, while human energy freely proceeds in a positive manner.

P-9: *Promote power differentiation through appropriate, stratified stages and layers.* – Currently, Systemic Flow (process-oriented) and Holonic Meshwork (synthesis-oriented) models are required as directives for different analytics in respect of the distribution of power, with each fit having its own unique condition and organising code within each layer.

P-10: *Resolve major paradoxes by implementing creative win: win: win solutions.* – The comprehension of the ᵛMEMES could enhance the Prime Directive 'win' in respect of the well-being of people, the righteousness of the system as a whole, principles of ethics, or the innate wisdom within, or to enhance the pursuits for peace in the Middle East and Africa.

P-11: *Integrate the body, mind, soul, and spirit in enriching the human experience.* – Soul searching, spiritual breakthroughs and becoming one with nature, are the most sought-after ways to be healthy and control the human well-being, when material gains no longer have to be satisfied for human beings.

P-12: *Nourish and replenish the natural habitat so that all life forms may flourish.* – The preservation of life itself is the most important currently, therefore this postulate should have been the very first postulate defined, described, and emphasised.

Beck (2000:16) said it best, with a statement from Graves (1970):

> "At each stage of human existence, the adult man is off on his quest of his holy grail, the way of life he seeks by which to live. At his first level he is on a quest for automatic physiological satisfaction. At the second level he seeks a safe mode of living, and this is followed in turn, by a search for heroic status, for power and glory, by a search for ultimate peace; a search for material pleasure, a search for affectionate relations, a search for respect of self, and a search for peace in an incomprehensible world. And, when he finds he will not find that peace, he will be off on his ninth level quest. As he sets off on each quest, he believes he will find the answer to his existence. Yet, much to his surprise and much to his dismay, he finds at every stage that the solution to existence is not the solution he has come to find. Every stage he reaches leaves him disconcerted and perplexed. It is simply that as he solves one set of human problems, he finds a new set in their place. The quest he finds is never ending."

Chapter 5 renders a greater explanation and understanding of the Spiral Dynamics Integral and Human Niches in respect of the colours mentioned by Beck *et al.* (2018), Twelve Postulate of Change.

4.5   Change State Indicator

Change brings about variances of the Human Niches within us, with constant moves between steady states (Alpha and New Alpha) through intermediate phases (Beta, Gamma and Delta). According to Mandala Consulting (Pty)Ltd who holds the Spiral Dynamics Integral Certification, and the distributors of the Change State Indicator, confirmed that the Spiral Dynamics Change State Indicator is an instrument used to uniquely describe different states of change. The Spiral Dynamics Integral Change State Indicator has been utilised for the following and more: to plan an ideal approach to change for an individual, group, or organisation; to understand how job situational stress could possibly be impacting individuals and groups at work; or as a team-building instrument to identify and resolve problems and conflicts; during restructuring for course adjustments of a change initiative; as an organisational development approach for more congruent change initiatives; as a coaching guide for executives to greater insights of the client journey; as a

consulting tool to track the change trajectory, and for personal development, insight and understanding, just to name a few.

The Change State Indicator was developed and administered in conjunction with the Psychological Map by Beck (2006) and explained in great detail by Viljoen (2015). According to Viljoen (2015), the Change State Indicator is important because it is used to assess the change dynamics of an individual, a group, and an organisation. The ten scales of the Change State Indicator comprise Alpha, Beta, Gamma, Delta, New Alpha, First Order, Second Order Change and Order and Chaos. Beck *et al.* (2018:44); Beck and Cowan (2006:85); initially explained: 'Alpha step is stable and balanced – The individual or society is in sync with their life condition.; Beta is a time of uncertainty, questioning and frustrations; Gamma is a state of anger, hopelessness and revolution.; Delta is a state of excitement -the individual or society has inspired enthusiasm and is indelicate; and Next Alpha is stability in the next system(s) up or down the Spiral Dynamics Integral – the individual or society is in sync again'.

Viljoen (2015) further explained that individuals, organisations or humanity efficiently addresses the complications of human existence at the Alpha state. At the Alpha state, individuals present the 'has it together' persona, organisations are thriving within their Niche and society is accommodating citizens needs adequately. Viljoen (2015) and Beck (2006) expressed the view that at the Beta state, doubt arises with a notion of something being amiss with a gentle toss to and fro on the work front, once what was a challenge to an individual is now a feeling of boredom, stress, discord, and conflicts may emerge within society. Beck and Linscott (2014) and Viljoen (2015) further postulated that at this Beta state, individuals go on a regressive search and seem to regroup by recommitment to duties and organisations, first-order change begins with humanity seeking to reform, and individuals accept their plight and become open to transitions into the second-order change. Beck and Cowan (2006) mentioned phase 3 as the Gamma trap, reflecting a state of anger, helplessness, and rebellion, opening up to reality of what a mess thing really are currently. Viljoen (2015:153) described that the Gamma state for an individual mirrors anti-socialising, self-destruction and improper behaviour which may lead to strikes, violent outbreaks, and destruction on the organisational and society fronts. At the Gamma state, the understanding is that an individual seeks to break free from the barriers in life however hopeless it may seem but the reactions to this

wanting may be catastrophic. Beck and Cowan (2006) and Viljoen (2015) indicated that individuals, society and organisations may find themselves in a 'free fall' situation, down the Spiral in the Spiral Dynamics Integral, reviving old systems that was once thought to be perfect and in working satiety.

Beck and Cowan (2006) revealed that the ignition of the Delta Surge is triggered by the releasing of barriers and constraints in the Gamma Trap, enabling individuals to adjudicate their own destinies. Individuals tend to leave the past behind without carrying any excess baggage from the past into the present. Viljoen (2015) found that the raw, unrestrained, exciting, and enthusiastic state of the Delta state embraces new solutions, ignites innovation, inspiration and complete dedication to a new future or reality. However, Viljoen (2015) also noted that the abundance of emotions and enthusiasm of Delta may have repercussions on those not experiencing the same thus may affect relationships with strain and negativity. Beck and Cowan (2006) emphasised the Delta surge is the state utilised to reflect the combinations of both Beta and Gamma ideas and insights in the New Alpha. Viljoen (2015) mentioned at the New Alpha state, individuals are more balanced due to their world now being in sync, the organisation's professional Niche is consistent, and society is in line with the environment.

Viljoen (2015) emphasised that there must be an understanding, for instance, that 'orange gamma' is divergent or 'different from green gamma or red gamma', therefore the behavioural manifestations may vary dependent upon the operating Human Niches. Viljoen (2015) further observed the importance of Change State indictor, which provides systemic insights on the phenomenon of change, individual adaptations and resilience related to this change. Due to the under exploration of the Change State Indicator, the researcher leaned heavily on the knowledge gained from Beck (2006), Beck et al (2018), and Viljoen (2015). Thus far, the researcher has not encountered any other authentic explanations of the Change State Indicator that is linked to Spiral Dynamics Integral, Psychological Map or the natural design of the human element.

4.6   Types of Change

Change dawns on an organisation when the organisation is threatened by a crisis or competition within the environment. Organisations today, need to be designed to learn and adapt to ever

changing realities, refreshingly combine human and artificial intelligence together, and control the benefits of extensive business ecosystems. The challenge lies in the change effort and the urgency will lie within the organisation to build capabilities for ongoing large-scale changes. Understanding the types of change and knowing when best they apply will assist management in determining the best path to follow when implementing change. Crevani *et al.* (2021) found that the mirror perceiving and interpreting changing circumstances is as important as accepting and realising the implications of change within the organisation. Molineux (2018) expressed the view that for change to be a success, the change must be identified, and the levels of acceptance of the change must be high within the organisation's employees. Wagner (2020) stated that preparation is integral for successful change; however, one cannot prepare without knowing what type of change is occurring. Literature review on the various types of organisational change was carried out and a few summed up to be transformational, planned, emergent, incremental, strategic, radical, continuous, discontinuous, developmental, and transitional.

4.6.1 *Transformational Change*

This type of change occurs when an organisation pursues an entirely different product, or changes the technology currently utilised, or if new leadership adopts change in structure and organisational culture. Termeer, Dewulf and Biesbroek (2017) viewed transformational change as a necessary societal response option that is profound, fundamental, and irreversible. Van den Berg, Magro, and Mulder (2019) indicated that transformational change is frequently activated by external factors or if new adversaries require new operating systems. The transformational change process is utilised when the organisation embarks on a new mission, vision, or introduces new values and objectives. Iwaniec *et al.* (2019) identified the seven most important criteria for sustainable transformational change as persistence, open-ended, fundamental, normative, co-produced, evidence-based, and systems-based. Klöck and Fink (2019) placed emphasis on transformation change being the most difficult due to the future state being unpredictable, aligning the underpins and the changes that come into being linked to culture, lifestyles and the individuals that need to change. Upon completion of this change, the prior organisation will no longer be recognisable. According Deubelli and Mechler (2021), transformational change usually occurs at the systems levels of changes. Faupel and Süß (2018) emphasised employees' reactions to organisational change are also affected by transformational leaders; however, the effectiveness levels of transformational

leadership affect employees who remain unclear especially with increases to employees' work engagement and perceptions of attractive change consequences, subsequently evoking employee behaviour in support of change.

4.6.2 *Planned Change*

Stouten, Rousseau and De Cremer (2018) postulated that planned change is deliberate activities that are well prepared to enable management and members of an organisation to work more effectively and efficiently even though it is a challenge. Planned change radiates control with fairly clean boundaries postulating definable benefits with a clear vision for the future. Samah (2018)) maintained that successful planned change is dependent on the implementors' knowledge and performance of this change. Biniari (2020) accentuated that planned change is a process of rational objective goal setting carried out in advance, enabling the implementation to run smoothly. Stouten *et al.* (2018) emphasised that planned change is a rational, logical, conscious, and deliberate action taken that improves the functioning of an organisation; however, the challenge is identifying ways to make these changes meaningful. Hence, planned change is executed in a systematic way with an iterative process involving action, diagnosis and assessment of the clear objectives. Beycioglu and Kondakci (2020) stressed that planned change ignores the capacity of different constituencies to improvise, experiment, and adapt their own organisational processes, while Jones *et al.* (2018) viewed planned change to be much more criticised than emergent changes. According to Rosenbaum, Taksa and More (2019), personal reflection plays a very important role on planned change within the organisation and is inclusive of personal experiences, personal expectation, emotional well-being, and self-awareness of employees.

4.6.3 *Emergent Change*

Emergent change appears to be chaotic and less controlled. The success of change is evident when it involves everyone in the hierarchy of the organisation, ultimately reflecting that the leaders are still responsible for the organisation. According to De Waal and Heijtel (2017), emergent change is a fundamental change without prior intentions that becomes ongoing and occurs when people incrementally and separately deal with daily routines, contingencies, failures, opportunities and are constantly adapting and altering the elements of the organisation. Change can be emergent by managers addressing unconscious, unspoken assumptions about the organisation and the

environment. UK Essays (2018) reiterated that emergent change may be unintentional, unpredictable, iterative, and determined by external factors such as competitors' behaviour, the economy, and political climate, or internal factors such as the relative force of distinctive interest groups, distribution of knowledge, and uncertainty. Sjörgren *et al.* (2019) determined that in work situations, emergent changes are improvised or designed when the organisation realises that there are reasons to change existing methods, procedures or relationships. Cummings and Worley (2019) postulated that emergent or bottom-up change has advantageous qualities leading to continuous results and strengthening the enterprise even though this change is unpredictable and delivers unpredicted results. Hamlin and Russ-Eft (2019) maintained that emergent change affects the configuration of thinking therefore the implementation of successful change entails several different methods, while Stevenson (2020) emphasised that it embellishes exploitation in respect of the acknowledgement of emerging change dimensions to inflate performance within the organisation.

4.6.4 *Incremental Change*

Incremental changes allow organisations to attain small wins with results of visible opportunities. Forte (2021:2) maintained that "organisations need to consider these five incremental changes that yield exponential results: (i) spend time with each employee: to ensure loyalty from employees a personal connection must be established between managers and employees, for example, going to lunch with employees can be very informative; (ii) match the employee's talents to his role: establish an employee's thinking measure as this reflects the role, contribution, effort, and performance; start to realign employees to roles that are a better fit for their talents; (iii) give the employee a problem or project to handle on their own: managers are aware of the employee's talents to enable the manager to exhibit trust; (iv) talk about the future: future career conversations keep employees connected and loyal to work and to management; (v) commit to having fun: make the work environment fun to entice daily return and productivity; and (vi) make small changes: be sure to make small improvements to assist connection between employees and the duties employees are required to perform".

According to Breier *et al.* (2020), incremental changes befit organisations that need slight strategic transformation and generally are small changes that can be implemented speedily. Li and Huang

(2019) postulated that to make sustainable changes, incremental change is preferred owing to the belief that incremental change is too slow and the division between incremental innovation and disruptive innovation can function together at some point. Roy *et al.* (2020) found a very slow line of rising in respect of consecutive plans implementing incremental change and the models are unable to capture these changes. Patora-Wysocka and Sułkowski (2019) agreed that incremental change is represented by minor adaptations to the existing concepts within the organisation and are imposed using different channels. Waddell (2019) reiterated that incremental change is referred to as working inside the box with the key one being negotiations within the parameters.

4.6.5 *Strategic Change*

Makina and Keng'ara (2018) posited that when an organisation establishes its long-term goals and objectives, the well-formulated strategies are implemented and controlled to achieve the purpose. Sorsa and Vaara (2020) mentioned that successful organisations process strategic change through functional and effective management of programs and projects. Ocasio, Laamanen and Vaara (2018) emphasised the importance of leading the attention of middle and front-line managers of the organisation to the strategic change plans for strategic change to be a success. Müller and Kunich (2018) perceived strategic change to be qualitative changes that are not simple and continuous and may on a deterministic view or a voluntaristic view. According to Dzwigol *et al.* (2019), the key element of any strategic change of an organisation is its employees and leadership potential. Triana, Richard and Su (2019) emphasised that the most important factors of strategic change are resources, structure, and control systems.

4.6.6 *Radical Change*

Hartge, Callahan and King (2019) mentioned that radical change is distinguished by the substitution of the status quo. Jarzabkowski, Lě, and Balogun (2018) postulated that radical change with its swift, rapid, and simultaneous shift is realised by the mandated actions of frontline, middle and senior managers. Furthermore, Jarzabkowski *et al.* (2018) indicated that the involvement of uncertainty and alterations perspective are linked to radical change; however, it is logical for the introduction of new production technology that requires active collaboration of employee's compliance. Giannetti and Yu's (2020) findings illustrated that globalisation and more radical innovations are generally accompanied by short-term changes. Bennett, McCracken, and O'Kane

(2018) referred to radical change as a change in the ethos of doing something new and not just doing the same thing in a better way. According to Hartge *et al.* (2019), radical change is characterised as a sudden progress that is brought about by the framing and reframing of a problem into a vision, by the leaders of an organisation.

4.6.7 *Continuous Change*

Termeer *et al.* (2017) referred to continuous change as change that has no real endpoint and operate on enigmatic high-velocity organisations. Schatz (2019) indicated the changing external environment and the 'adapt or die' situations for organisations prompted continuous change processes and approaches. Schatz (2019) further postulated continuous change as the norm since the 1990s and that it is accompanied by fear of the unknown thus leading to resistance to change by employees of the organisation. Rizescu and Tileaga (2016) refer to continuous change as continuous adjustments to the operating environment within an organisation running parallel to domestic stability. According to Vree and Hutchings (2017), continuous change is quality improvement in respect of efficiency.

4.6.8 *Discontinuous Change*

Discontinuous change takes place sometimes only in episodes and during an era of divergence. Viljoen (2008:67) re-iterates that discontinuous change falls into the second order and is more difficult than incremental change due to the human capital factor. Hitt, Arregele and Holmes (2021) asserted that entrepreneurial responses are required for discontinuous change and organisations need to devise strategies to approach such short-term discontinuities. According to König, Graf-Vlachy and Schöberl (2021), discontinuous change assists organisations to conquer threat-induced rigidity thus introducing development of perceptions and relaxation of routines. Gaba and Meyer (2020) referred to discontinuous change as the second order change that pins prominent social mechanisms to the success of the change. Alhezzani (2020) emphasised that the harmful, challenging, and demanding nature of discontinuous change compels an organisation to create a whole new strategy with a new vision and new work. Hayne (2016) mentioned that the unpredictability of discontinuous change eliminates reliability on past experience. Mozammel, Hassan and Zaman (2017) advocated that the effective management of discontinuous change within an organisation is dependent on individual leadership styles and culture.

4.6.9 *Developmental Change*

Developmental change occurs when an organisation recognises a need to make improvements or changes to an existing process without recreating the entire workflow process, rather refining the process to make it better. According to Banutu-Gomez and Banutu- Gomez (2016), developmental change is the improvement of the current state instead of creating something new; therefore, it is the simplest change and leaders together with employees play a very important role in its success. Should an organisation decide to improve the processes, methods, or performance standards this would be considered as developmental change. Organisations are continually processing developmental change to some degree in order to stay competitive. According to Cruse (2016), development change is the most frequent type of change within organisations. Whitt (2017) mentioned developmental change to be the simplest type of organisational change. Roussou (2016) agrees that developmental change within the prosocial circle affects the outcome of any change.

4.6.10 *Transitional Change*

Transitional Change occurs when an organisation recognises the need to implement a completely new course of action by utilising a process over a designated period of time. Cruse (2016:2) mentioned that in implementing this organisational change, the organisation is not charting upon unknown waters. Transitional change is more intrusive than developmental change as it replaces existing processes or procedures with something that is completely new to the organisation. The transitional phase is the period when old process of the organisation is being dismantled and the new processes are being implemented. Hölscher, Wittmayer and Loorbach (2018) claimed that a transitional change may invite more narrow concepts that are linked to large scale changes. Examples of transitional change are corporate reorganisation, mergers and acquisition, creation of new products or services, or implementation of new technology. Adler and Castro (2019) emphasised that transition is inevitable at individual and organisational levels and are a value-driven process where people gradually accept the change processes in phases. Reyes *et al.* (2020) found an increase in problematic behaviours that are associated with transitional change. Loorbach, Frantzeskaki, and Avelino (2017) postulated that transitional change focuses on complex adaptive systems enabling social, technical, and institutional sub-systems. According to Maes and Van Hootegem (2019), the bulk of research is about variety of types of changes, with distinctions of

planned change and emergent change, discontinuous and continuous change or even the absence of change, security or dormancy and ultimately incremental change, in opposition to revolutionary change.

4.7 Models of Change

The theories that assisted in bringing change management into context included Industrialisation, Scientific Management (Known as Taylorism), The Hawthorne Effect, The Lewin, and Change Management Theory and Industrial Psychology preceding each other. Organisations often choose one of these three; over the many other change management models: Lewin's (1947) Change Management Model, McKinsey (1980) 7-S Model, and Kotter's (1995) 8 Step Change Model. A short analysis of two of these models of change is Lewin's (1947) Model and Kotter's (1996) Eight-Step Model. Firstly, Kurt Lewin's considered organisational change to be a group process rather than an individualistic process because employees work as a team and not alone.

4.7.1 *Lewin's Model of Change*

Lewin's model indicated that group behaviour is complex set of illustrative interactions which influence individual behaviour, therefore, is a result of any group environment. Figure 4.1 depicts the Three Step Model, that was developed on the assumption that a process was required for employees to be obligated and engaged in any change initiative.
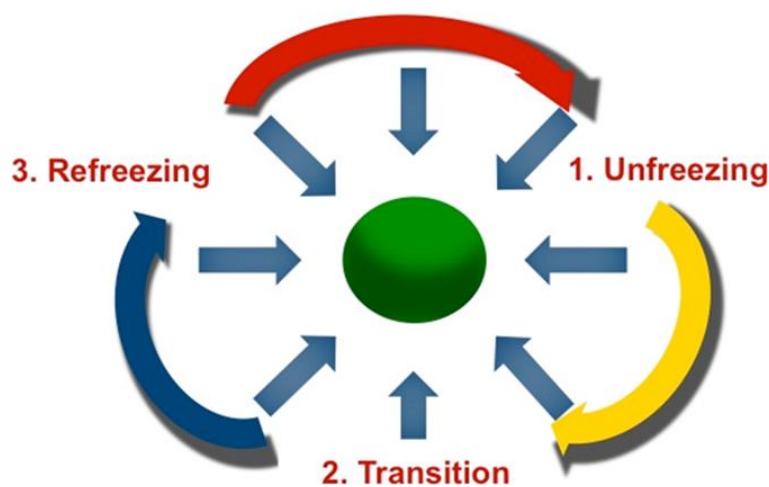
Figure 4.1: Lewin's Model of Change adapted from Lewin (1947, 1974) by Destatte (2014)

Figure 4.1 illustrates Kurt Lewin's Model of change exemplifying the three stages, Unfreezing, Transition and Refreezing. The model represents a very practical approach to understanding the change process. Kurt Lewin's model that was developed back in the 1940s is still popular now. Lewin's (1947) impeccable explanation of the organisational change process was achieved by utilisation of an analogy of changing the shape of a block of ice therefore the steps mentioned unfreezing and refreezing plan an important role. In simple terms, the model is meant to portray a perception that change is needed (unfreezing), moving towards the desired end result (transition/change) and finally solidifying the new change to be a norm (refreezing). Blom (2015:43) explained that the current state must be converted by means of unfreezing; subsequently, the change is developed and ends with this change being sustained through refreezing. Kurt Lewin's model is widely used as the base for more recent change models.

Hussain *et al.* (2018:7) described the following stages:

Stage 1: Unfreezing: Organisations' changes may be planned and require systems to unfreeze with an increase in pressure upon leaders and by-in of employees. Unfreeze attitudes that relate to the old ways of doing things thereby motivating employees to change.

Stage 2: Transition/Change: This next step is to move the organisation towards the desired state. Employees' involvement is critical therefore their empowerment escalates behavioural integration.

Stage 3: Refreezing: in the final step the change has occurred, and the effectiveness of the desired outcomes is appraised, attitudes and behaviours are also changed.

Lewin's model although shown in Figure 4.1 as a simplistic framework, offers organisations a point of commencement in contrast to other theoretical approaches to change. Lewin's approach, according to Barrow, Annamaraju, and Toney-Butler (2017), is defined as the beginning of actions of change and with explanatory descriptions of how to save these changes within an organisation, however, it is deficient of the necessary actions portrayed in that of Kotter's Eight-Step Model. Burnes (2019) asserted that changes to individual behaviour cannot be sustained unless Lewin's group activity study and understanding is viewed. Kotter's first four steps represent Lewin's model

during the 'unfreezing' stage and steps five through to seven represent the 'moving' stage, with the final step being the 'refreezing' stage, thereby allowing Kotter's contribution to provide leaders with a more detailed guide in managing change successfully within an organisation. In contradiction, Cummings, Bridgman, and Brown (2016) stated that Kurt Lewin never wrote 'Refreezing' anywhere. Lewin's Model is more of a collective, impressing upon a group enduring change, and rarely at an individual level. Viljoen (2008:71) emphasised that the model is best for expressing change in seclusion and does not take into consideration organisations' complex systemic problems. Cummings, Bridgman, and Brown (2016:33) stated that scholars have criticized Lewin's Model of change, as depicted in Figure 4.1, for over-simplifying the change process, although it has been defended as having foundational significance.

4.7.2 *Kotter's Eight Step Model*

John Kotter in 1996 introduced his Eight Steps of Transforming your Organisation as reflected in Figure 4.2. The researcher found that although the model is outdated, it is still used within organisations today and chose to cite Kotter's work at irregular intervals.

Figure 4.2: The Kotter 8-Step Model from Kotter (1996:46)

Rajan and Ganesan (2017) viewed Kotter's model to be utilised at a strategic level of change within any organisation with emphasis placed on how essential it is for organisations to thoroughly complete all eight steps without excluding or curtailing any step. According to Kotter (1996), these eight steps are create a sense of urgency, form a guiding coalition, create a clear vision for change,

communicate the vision for change, empower others to act on the vision, create quick wins, build on the change, and institutionalise the change. Kotter argued that diligent work, accurate planning and appropriate foundational establishment for change are the requirements for successful and effective change management initiatives. McCairns (2017) re-iterated that steps 1 to 4 allow for the sense of urgency of change that leads to a shared vision, emphasising communication aggressively thus ensuring a concomitant reduction in resistance. McCairns (2017) further postulated that steps 5 through to 7 empowers others to act on the vision, capitalise on quick wins and add to the building process, while step 8 establishes the change completely. Aziz (2017) mentioned that Kotter's model offers an easy step-by-step clear guidance on a large-scale focusing on preparing and accepting change and the transition between the steps. Carman *et al.* (2019) asserted that Kotter's model addresses the value-driven and situational features of change across a series of effectual indiscriminate steps.

4.7.2.1 *Create a sense of urgency*

Kotter's first step as illustrated in Figure 4.2 is to make all participants aware of the need for change, opportunities, and threats in respect of this change. Small *et al.* (2016) expressed the importance of communication that follows the recognition of problems with potential opportunity that motivates employees to buy in on the change. Aziz (2017) further postulated that this very important catalyst for change is accomplished by talking to employees about potential threats or by discussing possible solutions with the employees. Rajan and Ganesan (2017) emphasised the importance of eliminating all sources of complacency and how essential this stage for any transformation due to the requirement of all or as many as possible employees to be aggressively cooperative. Weiss and Li (2020) emphasised that the most important step is drilling in of clarification linked to importance and immensity of all challenges to employees at all levels of the organisation. According to Magnúsdòttir (2018), to establish a sense of urgency is very crucial to gain the co-operation of all concerned and this stage sets the foundation that builds the momentum for the remaining seven stages.

4.7.2.2 *Form a guiding coalition*

Aziz (2017) noted that strong consideration must be addressed regarding the selection of the members that form the coalition team. Small *et al.* (2016) mentioned that this team consisting of

directors, management or supervisors must lead and continue to work and impress upon others the need to change, establish the change and guide others into the change. Magnúsdòttir (2018) asserted that the coalition leaders must be powerful to lead and influence through each step of the change process magnifying their shared objectives and trust. Weiss and Li (2020) emphasised that all members of the coalition group need clarity on their roles to transformation effort, whether to convince others, develop policies, brainstorm suggestions, and enact changes. Lv and Zhang (2017) argued that although a strong team may be established, each individual in the team will think differently from the other therefore the next step is critical.

4.7.2.3 *Create a vision*

Brock, Peak and Bunch (2019) affirmed that a concise, clear vision must be established as soon as the guiding coalition team has been established. For Weiss and Li (2020), the shared vision together with the delineation of strategies are utilised to achieve these goals. Magnúsdòttir (2018) disclosed the formulation of a clear vision assists in understanding what the organisation plans to achieve in a specific time frame; without this vision, the entire change initiative may fail dismally. Aziz (2017) declared that the most appropriate, justified, and effective vision is one that has staying power. Magnúsdòttir (2018) further postulated some of the characteristics of a good vision: to be flexible, feasible, imaginable, focused, desirable, and communicable thus providing motivation to employees to take action.

4.7.2.4 C*ommunicate the vision*

Small *et al.* (2016) maintained that the vision should then be communicated to all employees in a manner that is easily understandable for action to take place. Aziz (2017) stressed the importance of the vision being communicated with extreme clarity and power, also ensuring all communication strategies to be embedded with persuasiveness. Weiss and Li (2020) asserted that to assist stakeholders in understanding and accepting the change initiatives, transparency is included in the frequent communication of the vision with outstanding regularity. According to Magnúsdòttir (2018), the most powerful form of communication is to lead by example and the simplicity of the communication. Brock *et al.* (2019) proclaimed that proper, simple, and repetitive communication of the vision and change initiatives guarantee the success of any change initiative.

4.7.2.5 *Empower others to act on the vision*

Lv and Zhang (2017) emphasised that for the empowerment of employees, a sense of trust and confidence supersedes the development of their skills and enabling efficient workmanship towards the goals and objectives of the change process. Rajan and Ganesan (2017) affirmed that empowerment ensures that the various function representatives perform their various tasks delegated to them by top management to enable the success of the change initiatives. Small *et al.* (2016) reiterated that although the vision may have been communicated efficiently and effectively, the entire change initiative requires the complete buy-in from all concerned. Rajan and Ganesan (2017) further postulated that the lack of needed skills, formal structures, personnel and information systems, and action discouraged by bosses, may be a few barriers that need to be addressed in the empowerment level. Weiss and Li (2020) suggested that the empowerment process should include minimising obstacles, experimentation, creativity, and the re-iteration to those empowered that 'mistakes pave the road to a successful change'. Magnúsdòttir (2018) asserted that obstacles may still be present for those that are empowered even after steps one through to four have been adhered to.

4.7.2.6 *Create quick wins*

Brock *et al.* (2019) affirmed that short term wins planned outby leaders ensure the momentum of the change initiatives are not lost whilst impairing efforts from critics and resistors. Lv and Zhang (2017) mentioned that the short-term wins set the base for a long-term goal additionally allowing employees the evidence of heading in the right direction, thus gaining confidence within themselves. Magnúsdòttir (2018) declared that the importance of these quick wins allows employees to celebrate the milestones, boosting their morale and motivations. Small *et al.* (2016) maintained that changes are difficult to sustain; therefore, the implementation of short-term wins reinforces momentum. Brock *et al.* (2019) emphasised the importance of leaders reflecting that any change is tangible and beneficial by the implementation of these quick wins because it is only human nature for employees to want to be a part of the winning team.

4.7.2.7 *Build on the change*

Small *et al.* (2016) mentioned that the successful implementation of change initiatives required employees to constantly maintain the vision while supporting the innovation and change processes.

Weiss and Li (2020) viewed this level to be building on the momentum with any change, especially the quick wins. Magnúsdóttir (2018) advised management to utilise the successful small changes or quick wins once they become transparent so that the declaration by early victory does not mar the overall change processes. Rajan and Ganesan (2017) emphasised that the anchoring of new changes must always be focused and the practises that were inherited should be already standardised into the culture of the organisation. Brock *et al.* (2019) stated that the coalition leader must place more energy and time on encouraging more change initiatives to anchor or build the change momentum.

4.2.7.8   *Institutionalise the change*

Small *et al.* (2016) professed that in order for the vision to become a norm, a cultural movement is required to solidify change. Weiss and Li (2020) emphasised that the relationship between success and new behaviours are articulated by building new plans and developing more new leaders. Magnúsdóttir (2018) suggested that in this last step of the process, management must show employees that the change was implemented successfully by improving performance and ensure that the new leadership chosen personifies any new approach thus enabling change to be anchored in the culture of the organisation. Aziz (2017) claimed that employees' recognition and reward reinforces continuous change during and after the change initiatives. Magnúsdóttir (2018) further stipulated that, leaders need to constantly relate or point out specific progresses to ensure that change secured a spot within the organisation's culture.

4.7.3 *The U-Process*
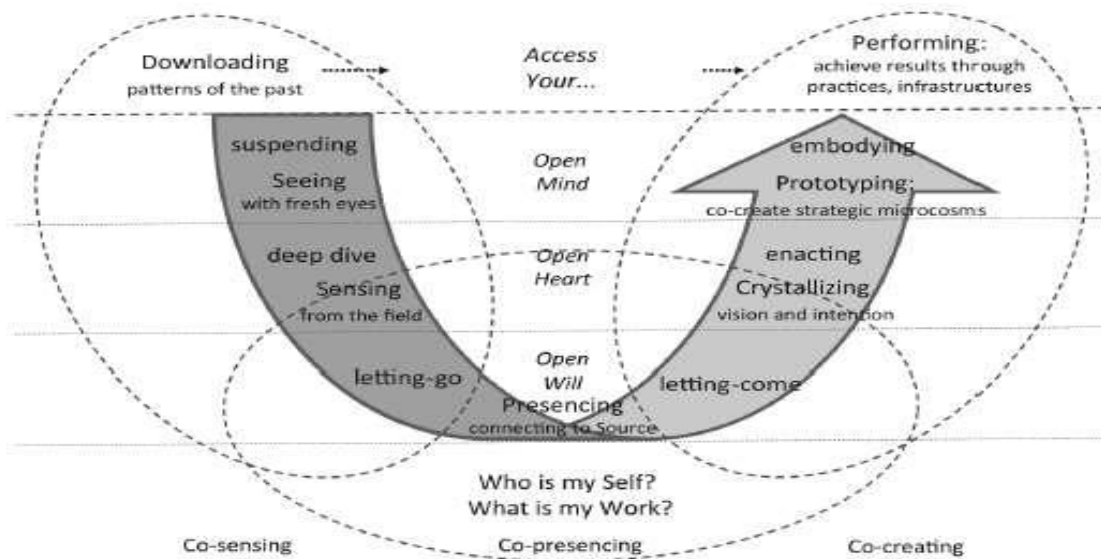
Figure 4.3: The U-Process (Scharmer and Kaufer, 2010:25)

Figure 4.3, The U-Process, was developed by Scharmer in 2007. The U-Process name is attributed to the shape of the diagram that outlines it. Scharmer and Kaufer (2010) believed that the 'U'-process assists people through three core movements enabling them to link to an emerging future. Blom and Viljoen (2016:4) stated: "Theory-U informs that there are three inner voices of resistance that keep us from hearing the emerging future. The voice of judgement is resistance to an open mind which stifles creativity; the voice of cynicism is resistance to an open heart because we are entertaining the companions of arrogance and callousness; the voice of fear is resistance to an open will. Managing all three voices appropriately, can take us from fearful to fearless. These inner voices are obstacles to change". Theory-U enlightens the researcher of the three inner voices of resistance to a receptive mind that staggers creativity, the voice of cynicism that encourages the associates of arrogance and the voice of fear that stifles willingness thereby highlighting that once the three voices are managed appropriately, the organisation has cleared the path of any obstacles.

Doig (2016) described Theory-U as principles and practices that utilise presencing for the creation of the future that is ready to emerge. Calia, Oliveira and Demarzo (2018) explained Theory-U as a mental posture of an observer who retrieves archived opinions from memory, confirming or refuting current experiences. Scharmer and Kaufer (2013) emphasised the importance to first go

down the 'U' on the left-hand side with an open mind, heart and will, as depicted in Figure 4.3. Sohmen (2016) in agreement noted that it is critical to observe and listen with deep empathy, eliminating any barriers such as cynicism, fear, and the voice of judgement. The U-process emulates an individual going down the 'U' discarding old ways and habits and letting go of the past, while the upward movement of the 'U' connect the individual to the new world in unison with the organisation as a whole. Various emotions are experienced by the employee throughout the change process. According to Kankaew (2020), many organisations only utilise some small part of the cognitive U and therefore struggle at the levels of seeing and sensing. Heller (2019) mentioned the upward of the U reflects the employee finding a way back into society with social and personal pathologies creating a cooperative world with others.

4.7.4 *Adapted U-Movement Integrating Human Reactions to Change*

Viljoen (2008) developed, by adaptation to the work of Hopson and Adams (1966), which described the human reactions to change of an integrated model as displayed in Figure 4.4.
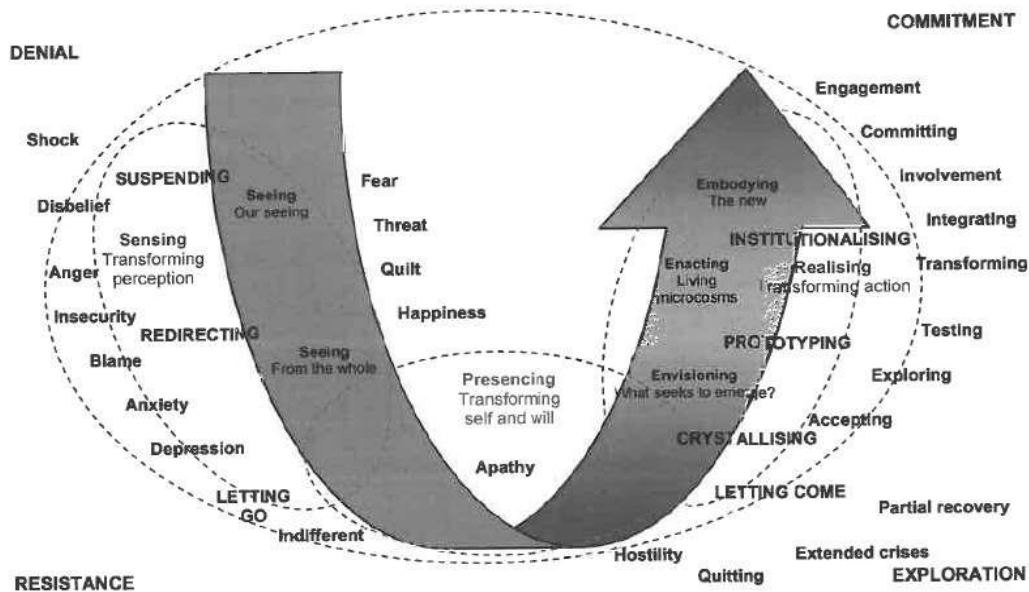
Figure 4.4: Adapted U-Movement Integrating Human Reactions to Change (Viljoen, 2008:82)

In Figure 4.4, Viljoen (2008) uniquely constructed the U-Movement which Integrates Human Reactions to Change. According to Viljoen (2008:82), these emotions do not follow a linear pattern because individuals move backwards and forwards during the letting go phase until 'the self and the will' are transformed and the letting come phase has begun. Viljoen (2015) observed that during

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different phases, the human reaction changes dependent upon specific emotions experienced. It is human nature for individuals to seek predictability and order through leadership. The emotional effects on the employee during the change process could be devastating in respect of withdrawal from activities or transformation, thus costing the organisation drastically in financial losses. Viljoen (2015) advised that the emotions related to denial and resistance include shock, anger, disbelief, insecurity, fear, blame, anxiety, happiness, guilt, depression, and threat, followed by the letting come phase, which incorporates feelings of acceptance, making sense of the understanding of, and the integration of the change.

Blom and Viljoen (2016:4) confirmed that the relevant emotions are commitment, optimism and engagement as reflected in Figure 4.4. Blom (2015) mentioned that the chances of resistance to change are greater when the human behaviour is not considered. Blom and Viljoen (2016) further expressed the importance of factoring in individual stress levels into change models which actually impacts the move towards change acceptance within organisations. Viljoen (2015:50) suggested that the understanding of an individual's personality, intelligences and diversity of thought should be prioritised since different personality types trigger different reactions in respect of any change. Ultimately, every organisation wants a successful change implementation and factoring the human element in the planning stages would eliminate resistance to change. Viljoen (2015:52) mentioned that the unleashing of the human potential ensures the success of change which benefits the employee, team and organisation.

Bernerth, Walker and Harris (2011) noted the unfortunate stature of few studies exploring the effect of multiple organisational changes on the well-being and withdrawal of employees. Hogan, (2007) emphasised that often majority of the organisational changes experienced are contradictory to this need of the employee thus depleting the adaptive resources of the employee. It is therefore important to address these emotions, as stated by Dahl (2009), to acknowledge the often-unexpected negative outcomes of fundamental changes which are not considered in organisations. The related emotions are linked to an individual's current state of mind, or at which Niche he or she is at during that specific period in life. Individualistic Spiral Dynamics Integral conditions play a key role in life conditions that an individual is undergoing which affect individual emotions and reactions. Beck and Linscott (2014) stated that none of individual's minds are exactly alike and

there is no person that was the same yesterday as they are today or ever will be the same in the future, with constant change shaping individuals by the codes of the Spiral Dynamics Integral. Beige, Red, Orange, and Yellow Niches reflect an individualistic approach on the Spiral Dynamics Integral.

Figure 4.4. reflects the fear, anger (emotions), insecurity, and threat (reaction to the emotion) are included in the Beige Niche of the Spiral Dynamics Integral, as depicted by Beck and Linscott (2014). Beck and Cowan (1996) mentioned that fear and anger are part of the very few emotions that an individual in the Beige Niche possess. According to Beck and Cowan (1996), The Egocentric ᵞMEME (Red Niche) clearly expresses self, as 'I' comes before all else, portraying negative emotions such as vengefulness, rage or furious anger and hatred. Lehmann (2019) indicated that the Red Niche presents guilt and shame as weaknesses in their view of the whole world as a threat. Chaturvedi (2018) expressed the view that the individualistic Orange Niche adopts a resilient character. Reflecting on the U-Movement curve in Figure 4.4. the Orange Niche may sit promptly at blame or quitting since this value system views oneself as above this ordeal and deserves better, or happiness and transforming phases may be evident as more positive attributes. Freeman (2019) mentioned that the Orange Niche equates wealth with happiness. Cocks (2020) viewed the Orange Niche as individuals who divide the world between winners and losers. The exploration and commitment phases of the U-Movement curve as depicted in Figure 4.4 may reflect the Yellow Systems thinking individuals.

Lehmann (2019) indicated that the Yellow Niche individual understands that change in inevitable and therefore starts to accept change and thrives in all the chaos. Guja (2020) proposed that individuals who convey the Yellow Niche systems thinking are competent, flexible, and functional, while accepting all other thinking systems around them. Beck and Cowan (1996) depicted the individuals with Yellow systems thinking experiences as full diversity and who demand integrative and open systems. Freeman (2019) stated that although the individual with a Yellow thinking system forms part of the individualistic persona in a very responsible way and very rare to encounter, this Niche is a giant leap in an individual's psychological development. The individualistic links between the Spiral Dynamics Integral and the u-movement integration in Figure 4.4 is clear.

4.7.5 *The Inclusivity Model*

Viljoen (2015) depicts The Inclusivity Model in Figure 4.5.
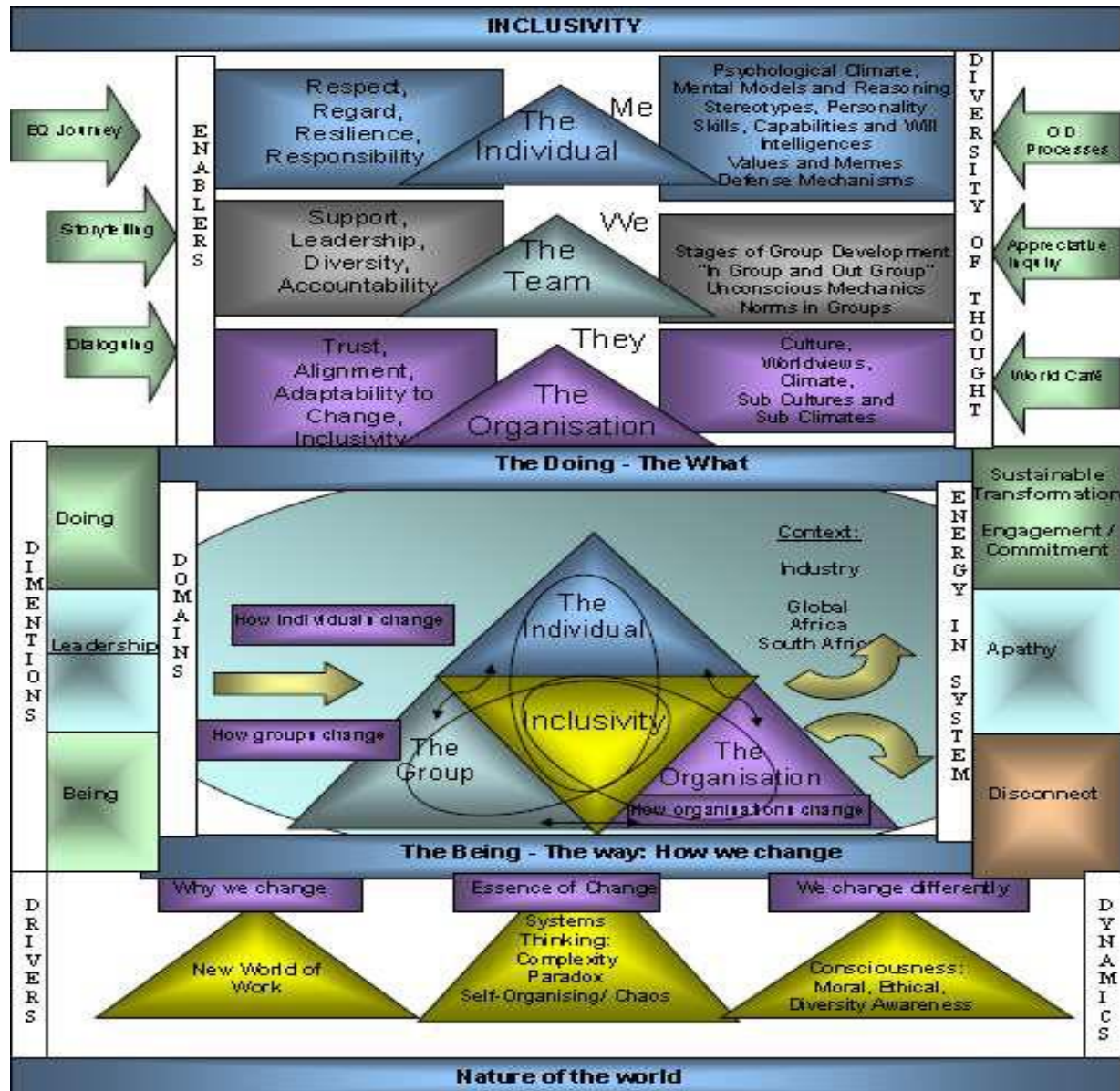
Figure 4.5: Inclusivity Framework (Viljoen, 2015:284)

In Figure 4.5, the Inclusivity Framework by Viljoen (2015:284), the diversity dynamics of inclusivity are rendered optimising the interplay of the individual, the team, and the organisation. The manifestation of 'the doing' and 'the being' must be aligned by strategic leadership emphasising what needs to be done and how the change will occur. Viljoen (2014:13) defined inclusivity as "A radical organisational transformational methodology which aligns the doing and

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being side of the organisation around commonly defines principles and values, co-created by all." As described by Viljoen (2015), the three different levels are easily manifested as the top section reflecting the diversity of thought factors, the middle section as the various realms in which change manifests and the bottom section representing the drivers of change. The inclusivity enablers enhance all levels of this phenomenon as a radical transformation process delving deeper into the awareness of the individual to the team and ultimately to the entire organisation. According to Viljoen (2015), 'the being' and 'the doing' is a strong suggestion of the qualitative research that aligns the workforce within the organisation thereby achieving sustainable organisational transformation. Blom (2015:451) further superimposed on Viljoen's (2015) Inclusivity Framework, representing the importance of the brain, stress, and human niches at an individual, group or organisational level. Viljoen (2015) and Blom (2015) are the only two authors that the researcher has encountered in respect of the Inclusivity Model.

To conclude the theoretical approaches, Lewin's (1951) approach defined the commencement of change and explained how to save the changes within an organisation but lacks the necessary actions during the change process, while Kotter's eight steps guide the organisation through the change management process. The different approaches clearly steer management to the fact that there is no one specific approach to be utilised and should familiarise themselves with various approaches to succeed in change. All of the models, Lewin (1951), Scharmer (2007) and Viljoen's (2015), reflect massive information in relativity to change; however, not one in its entirety provides a holistic answer to assist in change management.

4.8   Change Management

According to De Andrade et.al (2016), change management is becoming increasingly essential for organisations to excel in the current competitive market. Turner (2017) defined change management as the human factor in applying the principles of change that generally overlooking and ignoring the value-driven implications. The identified common antecedents of a successful transition are a clear vision, active participation, effective and credible communication, readiness for change, and demonstration of achievable progress in change. Aljohani (2016) explained that the importance and effectiveness of change management may lead to extraordinary productivity, exceptional quality of work life and enhanced willingness of any future changes. Understanding

the dynamics between employees and change management is extremely important to the success of the change.

People do not buy into change due to personal loss factors such as losing familiar routines at the work front, pride, joy, comfort, and related personal familiarity. Turner (2017) postulated that change management processes must include direct supervisors and employees for success to be eminent with constant communication at all levels of the change process. Fusch *et al.* (2020) believed that change management enables employees to adopt the change processes to achieve the organisational objectives or goals therefore clarifying change management to be the bridge between the solution and results of the changes eliminating the disengagement by incentivising or motivating employees. Yi, Gu, and Wei (2017) explained that change management permits full disclosure communicated to employees regarding the necessity of the change, the benefits thereof and the effects on the organisation as a whole; the more effective the communication, the more it leads to faster strategic change. Hence, it is important to address the strategies of change management.

4.9   Strategies of Change Management

Siddiqui (2017) explained that for organisations to synergistically obtain benefit and gain a constant competitive advantage, it is imperative to have change management strategies that cover practical administrations all the way through to planning. Monahan, Murphy, and Johnson (2016) believed that one of the strategies of change management is to humanise the change. Al-Ensour and Alhmeidiyeen (2018) viewed strategies of change management as a situational organisational change, with no one grand strategy for everything. Kimhi *et al.* (2019) found that a positive and significant effect is the result of change management strategies in respect of certain organisations. Clack (2020) expressed the view that the difficulties organisations endure to adapt to change thereby utilising change management strategies as tools and methods to assist in successful change. Siddiqui (2017) emphasised that although there are several strategies that an organisation may utilise for change, there is great difficulty in selecting a specific strategy for a smooth and successful change.

Karasvirta and Teerikangas (2022:1) aptly stated that the unlimited force that penetrates and flows through the everyday make-up of society is the ever present "Change" and the important other constant is the "Fear" of change Tim (2020:1). Therefore, Drake (2020) asserted that employees must be completely informed of what changes need to take place and why these changes have to occur, avoiding inhibition of change by complacent employees (Perucci, 2019). Wagner and Udod (2022) mentioned that the utilisation of strategies is the best approach to facilitate change within an organisation. Nickols (2016:13) reviewed four management strategies as follows:

(i)   Empirical-Rational Strategy: Quinn and Sonenshein (2008:69) expressed empirical-rational considers people to be rationally self-interested therefore incentives and risk management require full concentration. Management must do its utmost to convince employees, through effective communication that the change is necessary, hence there is use of incentives.

(ii) Normative Re-educative Strategy: This is focused on re-defining and re-interpreting the cultural norms and values of employees as social beings to bring about successful change. Kiprotich, Kahuthia, and Kinyua's (2019:109) findings conclude that a normative re-educative strategy had a positive effect on employees and their performance.

(iii) Power - Coercive People Strategy: Employees that are basically compliant and will generally do what they are told or can be made to do. This is based on the assumption that if culture is affected then employees will readily accept the change initiative. Sullivan, Thomas and Rosano (2018) asserted that this strategy is usually utilised when there is a very high anticipation of resistance to the changes, deploying authority and imposition of sanctions are exercised to ensure employee compliance. Wagner and Udod (2022) confirmed that when changes are critical and time restrictions are imposed, power-coercive strategy comes into play.

(iv) Environmental-Adaptive Strategy: Kiprotich *et al.* (2019:99) maintained with the radical and transformative change is at the forefront, it is of vital importance to gain in-depth understanding of the elements that affect the environment that the employee is already adapted to. Employees are gradually transferred from the old setup within the

organisation, to the newly built organisational change with the assumption that the employees adapt quickly.

Any change management strategy should be communicated to the employees and or any relevant person that will be involved in the change process itself, therefore the following in-depth review of Communication follows in 4.10.

4.10 Communication

Fu (2020) emphasised that internal and external communication is critical within any organisation. The term 'communication' includes oral, face-to-face, formal, informal, personal, interpersonal, nonverbal, and written. Sapienza *et al.* (2017) explained the concept of communication to be information that is created by the writer or speaker utilising codes that is decoded by the receiver or listener. Könnecke (2019) described communication as an essential factor that is involuntary or an intended exchange of information and is a success when whatever the message was that is implied is therefore perceived as intended. Van Rooyen (2018) noted that the lack of effective communication skills is detrimental to any organisation. De Vries (2019) postulated that models of communication do not cater for the social and Value-Driven Behaviours linked to the intended message conveyed.

Dingalo (2020) recommended that every organisation must consider a strategic review of their internal communication, processes and systems. Beukelman and Light's (2020) findings reflect massive uncertainty amongst employees when the communication processes are poor. Skosana (2017) emphasised how critical communication tools are for effective communication strategies. Ntsonyane (2020) asserted feedback linked to communication to be the key element for influencing employees' commitment to any organisation. Koonin (2019) discovered that communication is utilised as a vehicle for preservation instincts and the disclosure of information that results in a realty-altering event. Van Der Hoven (2020) professed communication to be the most important factor regarding employee engagement within an organisation.

Laubscher's (2013:236) multi-cultural communication guides one to the Human Niches Theory that has the proficiency to allow for every aspect of the business to be informed. Laubscher (2013:236) declared that a shared understanding of the organisation's goals is achieved by

translating the communication into every single different Human Niche. Beck et al (2018:144-145) further exemplified the Human Niches'Memes and how best to approach each of these Human Niches accordingly in Table 4.1.

Table 4.1: Spiral Dynamics Integral and Communication Strategies – adapted from Beck *et al.* (2018:144-145)

MEME	BEST SOURCE	BEST APPROACH
BEIGE	Caretaker provider.	Biological Senses – touch, taste, smell, sight, hearing. Physical contact rather than symbols.
PURPLE	Caring Chieftain or Shaman or Revered Elders of the Clan.	Tradition and appeals of extended family in respect of harmony and safety. Minimal reliance on written language. Story behind the story appeals.
RED	An idolised Big Boss with exceptional trustworthiness and Respect.	Challenges and appeals to machismo or strength for immediate self-gratification. Simple language and fiery images and graphics.
BLUE	An individual with a divinely ordained power, position and rank possessing the rightful proper authority.	Renowned for self-sacrifice for higher cause and purpose. Stickler for law, rules and regulations. Appeal to duty, honour and country.
ORANGE	Successful, credible professionals that prospered from own experiences.	Extremely competitive with appeals of bigger, better, faster or newer motivators.
GREEN	Consensual communication norms that is responsive to feelings and emotions of the situation and people.	Gentle language. Builds trust, openness, explorations and passages that enables real people and authentic emotional displays.
YELLOW	Any useful information sources. May easily adopt Beige through Green. A competent and more knowing individual or entity.	Lean information such as facts, feelings and instincts that connects the data across fields for a holistic view. Self-connecting to others and systems successfully.

Table 4.1, Spiral Dynamics Integral and Communication, adapted from Beck *et al.* (2018:144-145), explains the ͮMemes, and the best sources and the communication strategies for each of these ͮMemes. Understanding the different ͮMemes will enable executive management to communicate in the most appropriate approach for each specific ͮMeme to ensure that there is buy-in and acceptance of any change process. Human Niches are discussed in greater detail in Section 5.14 of Chapter 5.

Within any organisation, the role of a leader is to prepare the organisation for change by communicating the idea to all concerned. Some leaders utilise the power of storytelling as a form of communication. Petrucci (2017) stated that story-telling as a means of communication may be utilised in a very strategic, effective way and when completed will assist in solidifying the people's support for the change. Story-telling gravitates away from the past to the present thereby enabling greater possibilities for the future as a way of communication. Popescu (2017) emphasised that communication is the invisible thread that unites people, and the lack thereof leads to inefficient implementation of changes. Shannon (2018) mentioned that yielded proven benefits are the outcomes of positive and effective communication exchanges. Upon the analysis of unsuccessful change processes, the results usually are mainly the lack of communication.
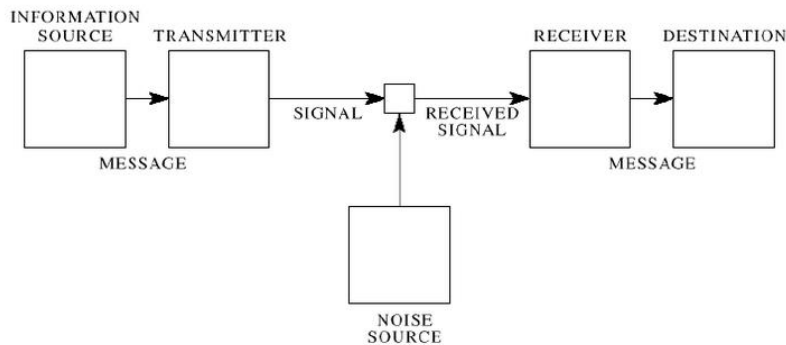
Figure 4.6: Shannon's Schematic Diagram for a General Communication System Adapted from Shannon (1948:2)

Figure 4.6 is a prominent model of communication, Shannon's (1948:2) Schematic Diagram for a General Communication System. Shannon's (1948:2) model of the Communication Process breaks down the communication process into eight components as follows: (i) Information source: the person that created the message; (ii) Message: the message was sent by the information source and

to be received by the destination; (iii) Transmitter: Shannon portrays the telephone as the transmitter, however in these technological days we transmit via emails. Other methods are face-to-face communication, memoranda, advertisements; (iv) Signal: the channel through which the message was transmitted for example sound; (v) Channel: The most commonly used channels include air, light, electricity, radio waves, paper, and postal systems; (vi) Noise: Any signal that obscures the message from originality; (vii) Receiver: The instrument that received the message for example the telephone call was received by an ear or a message was read by the eye; and (viii) Destination: The person that received the message. Shannon (1948:379) stated: 'The fundamental problem of communication is that of reproducing a message sent from one point, either exactly or approximately, to another point'.

Kubota (2019) related Shannon's (1948) one way communication model as crucial because of the seven main components that are the minimal requisites for understanding any communication processes. In Shannon and Weaver's later joint venture of the communication model, Odell and Näsberg (2020) claimed that the particulars that define the information are unpredictable therefore depict a linear communication model. Panda (2020) maintained Shannon's model is the basis for all other communication models portraying why communication happens and also the commodities that render communication a failure. Novak (2019) emphasised the simplicity of this communication model, as the basis for a great place to begin the communications processes. Shannon (2018) mentioned the Shannon model (1948) to be a weave of encrypted articulation and physical attributes that include information source, transmitter, receiver, and destination. Kubota (2019) stated Shannon's model derived the scientific definition of communication is the 'process of information transmission between a source and a receiver who share common signs. The researcher has thus far discussed all the important aspects that are linked to the human involvement in some way or form.

4.11 The Change by Pandemic

An epidemic is a disease that affects a substantial number of people within a region, community, or population. A pandemic is an epidemic that extends to multiple countries or continents. Madhav *et al.* (2020) defined it as follows: 'Pandemics are large-scale outbreaks of infectious disease that can greatly increase morbidity and mortality over a wide geographic area and cause significant

economic, social, and political disruption'. During the month of December in the year 2019, individuals in Wuhan, China showed major symptoms including pneumonia with cough, dyspnoea, exhaustion, and fever. On the 10 January 2020, The World Health Organisation identified the pathogen linked to coronavirus and labelled it COVID-19. According to Felman (2020), in 1937, researchers first identified the coronavirus evident in birds with bronchitis which in the 1960s manifested in humans via the common cold. Ashraf and Abdullah (2020) described COVID-19 as a virus that infects the respiratory system by close touch or respiratory droplets excreted when coughing or sneezing and is easily transmitted through touching a surface then areas on the individuals face. Ashraf and Abdullah (2020) and Felman (2020) further explained that symptoms include shortness of breath or difficulty breathing, fever, chills, cough, fatigue, headaches, muscle pain, sore throat, congestion or runny nose, loss of taste or smell, nausea or vomiting and diarrhoea, are only reflected 5 days later or in some cases anytime between 2 to 14 days before any symptom is evident.

On Monday 23 March 2020, President Ramaphosa announced a 21-day lockdown for South Africa to contain the spread of the coronavirus. March 2020, branded as the toughest lockdown restrictions for South Africans, Level 5 included the closure of all borders to international travellers, shutting down of schools, bans on alcohol and tobacco and everyone was required to stay at home. Businesses suffered since not all employees were equipped to work from home for example the manufacturing industry need to be at workstations with relevant machinery. The economy of South Africa dropped below the 'Junk Status', if at all possible. Since then, there have been many extensions of the lockdown at various levels, with the most recent move to Level 2 at midnight on the 17th of August 2020. The COVID restrictions, levels and timings was uniquely in South Africa. This new leniency in Levels included the lifting of the controversial ban on alcohol and tobacco sales, small family gatherings, domestic travel and the reopening of businesses all allowed. This came about as a consequence of trying to revive South Africa's flagging economy. Many a sceptic would announce that it is too late, the damage is already done. However, if this assisted in decreasing the spread of the coronavirus and reduced the death rate then it was well worth saving humanity.

Consequent to the corona virus and the lockdown, many changes have taken place, are still in progress and will continue in all aspects of our lives here in South Africa and even maybe the world as we once knew it. The afore-mentioned lockdown, experienced uniquely in South Africa, impacted on individuals personally with a massive shock to their systems reminiscent of changes that forced everyone to remain within the confines of their homes, completely out of touch with the world other than watching the televised news, video calls with close loved ones and social media. In some instances, this caused depression, anxiety, loneliness, and morbidity whilst other scenarios developed greater family bonds, exploration of interests and hobbies and enabled one to become more spiritually reinforced.

Dartnell (2020) echoed sentiments of the crisis creating a common purpose, improvisions, solidarity, and creativity by cooking own meals, growing vegetables and herbs in the garden, participating in arts and crafts, and home-schooling children that actually enhancing one's revision of knowledge once forgotten. In South Africa, the requirements as the aftermath is: when one leaves home one must wear a mask, whether it is to get to the office or go shopping or anywhere for that matter; one must sanitise all work surfaces, bags, counter tops and basically everything touched; groceries and grocery bags are to be wiped down with hot water and a strong detergent; no form of touch or human contact such as a hug and strict social distancing in all public places; tapping each other's feet (photograph illustration provided) or elbows instead of the good old hand shake or a bear hug and permits for interprovincial travel. A complete change, for the citizens of South Africa, in our entire lifestyles of which most is contrary to our cultures. Image 4.1 is a photograph by Mair (2020:2) that reflects one of the new ways of greeting anybody during these times of lockdown and the pandemic. The tapping each other's feet against the other person's, or the nudge against the others elbow has become a normal way of greeting. The days of a firm handshake or a bear hug are to be just a memory now in a public area within South Africa.

Image 4.1: Greetings - Courtesy of Getty images adapted from Mair (2020:2)

Beck and Linscott (2014) statement of 'we are safe' and 'we all share' portrayed a typical Purple Niche within South Africa, reflecting a feeling of kinship and reciprocity. Image 4.1 of the greeting during the pandemic, reminds the researcher of the Purple ritual. Especially in South Africa, people have the urge to hug or shake hands as a greeting. It may be stated that it was impossible to just greet friends, families, and acquaintances with just a good day, the physical human contact became our ritual over the vast number of years of our existence. The Purple Niche on the Spiral Dynamics Integral reflects our Kindred Spirits, customs, rituals, the respect for others, and the togetherness. Beck and Cowan (1996) asserted that the Purple Niche fosters the 'communal or collective' systems thinking on the Spiral Dynamics Integral with binding elements such as kinship and proximity. Bhatti (2020) postulated the Purple Niche to be a safe mode of living. The greeting reflected in Image 4.1 is exactly that of the safe mode of living currently during these pandemic periods. Cocks (2020) asserts that the Purple Niche clan, group or individual reacts on impulse. Our original ritual of hugging or shaking hands has been replaced by the leg tap to ensure the safety of human beings from contracting the COVID-19 Pandemic.

In South Africa, churches at the lockdown level 3 stage were allowed 50 Patrons only that could attend physically, workplaces, schools, shopping malls, grocery stores and entities both large and small conducted a temperature screening followed by hand sanitisation of every individual entering the premises. Although the majority of employees are still currently working from home, many still have to commute to work, with social distancing restrictions also applicable to travel arrangements. Those that use the public transport services are still at a very high risk of contracting the virus because of the patrons sharing enclosed air, which is nearly impossible to maintain the social distance required. Mair (2020) mentioned that ecological and social crises are driven simply by the amplification of the dynamic responses to COVID-19 where there is prioritisation of one type of value over others. Susskind in Susskind *et al.* (2020) accentuated in most recent years that the global politics is 'my country first' outlook and this pandemic assists us to focus on the perspective that 'the many injustices and weaknesses that already exist in how we live together'. Manyika in Susskind *et al.* (2020) reflected there is a massive acceleration in the way working with technological advances, new consideration of health and safety, labour markets and economies thus emerging with noticeable changes as the recovery process after the pandemic begins. Saldana in Susskind *et al.* (2020) addressed the limits of global cooperation and is particularly concerned

about the support of recovering the economies which remains inadequate thus emphasising the abandonment of the dogma of austerity creating a new vision placing human rights, gender equality and climate as the epicentre.

Mair (2020) broke down the meaning of the economy as converting what resources one has into what is actually needed where 'exchange value' is the same as 'use value'. Burrow in Susskind *et al.* (2020) noted that the external shocks of COVID-19 highlighted the world being unequipped for universal social protections, public health systems or a sustainable economy with quality jobs; therefore, globally all countries must work on shared ambitions and global solidarity to endure economic growth of every country. Rebelo in Susskind *et al.* (2020) reiterated that COVID-19 imprinted on the world resulting in permanent changes, teaching important lessons in world economy, and most importantly, on the world working together on saving the entire human race. According to Bremmer in Susskind *et al.* (2020), the coronavirus will shape our next world order in three geopolitical trends: deglobalisation, the inevitable growth of nationalism or 'my nation first' and China's geopolitical rise; creates some scepticism concerning some things never changing in the new world order. Mair (2020) asserted that even though the pandemic brought attention to the fact that most people work at pointless work for the sake of economy and unemployment ratings, COVID-19 has enabled one to develop the economic imagination and makes one wonder what the outcome will be if concentration is on the following four combinations: state capitalism, barbarism, state socialism and mutual aid. With all these current notions, situations and uncertainty, there are emotional additives to the mix sampling fear of the unknown or what the future hold and hope that humanity overtakes all other precedents, for a better more prepared future.

Impact on the Researcher

The researcher during this COVID-19 Pandemic has faced numerous challenges. At this phase travel was restricted not only by government but also financial constraints, the time came when the researcher could no longer keep the roof over their heads or place food on the table. The researcher's husband, who operated a Financial and Taxation services business from home, lost all his client base due to the closure of small businesses because the Pandemic caused a total loss of company income. The researcher found herself placing all her faith and trust completely in Almighty God for daily provisions in life. Especially during the COVID-19 pandemic, there were

many revelations. Medical Aids, Retirement Annuities, Life Policies, luxuries such as DSTV were all cancelled. The blessings amongst all these negative attributes were the realisation of how much money was wasted all these years on unfruitful ventures. All that financial wastage could have gone towards feeding the poor for so many years. How many meals could that have provided for the little poor black children living in rural areas in South Africa with the only meal of the day being the ones they received at school? Millions. The researcher and her spouse, through being a member of the church, started to dedicate more time towards Ethembeni Christ our Hope, in assistance to the feeding schemes and outreach programmes. These were and are still very fulfilling experiences. Learning to live again in simplicity and becoming more spiritually inclined made the researcher a better person and opened her eyes. The empathy for the poor and underprivileged became even more prominent. Her latest challenge, of the internet being cancelled due to non-payment, struck home many truths that were once never even heard of. Sincere gratitude is recorded to Dr Viljoen for her immense love and care during this time. The researcher believes that Dr Viljoen is a vessel used by God to assist someone like her during times of crisis. Dr Viljoen had recommended the researcher for the research projects that were conducted on certain mines in Rustenburg, enabling the researcher to obtain some form of income to stay afloat. Although the projects are over, may the richest blessings of the Almighty be showered upon Dr Viljoen always.

4.12 Conclusion

This chapter touched on Change, six conditions of change, large scale change, the twelve postulates of change, change state indicator, the types of change, change management, models of change, the strategies of change, communication, and our most current exigent change due to the COVID-19 pandemic. With the assistance of this information, organisations can securely adapt to the relevant changes occurring within an organisation. However, efficient changes cannot be successful without the adequate communication process which involves the human factor. The changes related to the pandemic are to be addressed as we go through the phases and emerge into the new world era adapting to this next world order. Chapter 5 which follows, discusses the human involvement even further by linking the Value-Driven Behaviour aspect to change and the cultural diversity that assists in understanding the reactions that lead to either the acceptance or resistance to changes.

CHAPTER 5: LITERATURE REVIEW:
VALUE-DRIVEN BEHAVIOUR RELATED TO CHANGE

5.1   Introduction

In this chapter the driver category that emerged from the Grounded Theory data analysis, namely Value Driven Behaviour during changing conditions, was explored. This chapter attempts to explore what evidence from the data that emerged and presented in Chapter 3, could be found in literature. The researcher therefore attempted to find theory that explain the data presented in Section 3.2.2, Feelings or Reactions towards Change, Figure 3.1, The Word Cloud and Figure 3.3, Emotions/Feelings and Attitude, that are rendered in Sections 5.2 to 5.7 of Chapter 5; Section 3.2.5, Management and Employee faith in Management is linked to Section 5.9, Leadership; and Figure 3.4, where Value-Driven Behaviour emerged offers literature review in Section 5.11 of Chapter 5. The researcher's intentions throughout Chapter 5 were to ensure the reader, individuals or employees, and organisations are informed of all aspects related to Change that is evident in the literature review and the everyday life.

This chapter, in line with the above paragraph, assimilates and describes Perceptions, Personality, Emotions, Anxiety, Attitude, Passion, Organisational Culture, Leadership, Behaviour, Value-Driven Behaviour, Resistance to Change, Gaslighting, Human Niches, Spiral Dynamics Integral and the Gap Unfolded, all of which are directly linked to how change manifests within an organisation. According to Turner (2017), in order to support employees through the transition within the organisation, managers must understand the Value-Driven Behavioural roots of the employee's reaction to change. Ntiamoa (2017) stressed the importance of change consultants or managers understanding the normal emotional responses to change within any organisation. Viljoen (2015) postulated that an individual, the organisation or both may activate human reaction. The underlying Value-Driven Behaviour of change is complex. Vester (2016) believed that the emotional burnout of employees can be avoided if the value-driven empowerment and behaviour is not ignored. Cherry (2020) characterised human behaviour as anything that someone does which currently dominates value-driven theories. Cherry (2018) further declared that Value-Driven Behaviour is associated with human attitudes that are expedited by beliefs, emotions, and other

behaviours. Kagan, Richard, and Bornstein (2020) maintained that Value-Driven Behaviour is the investigation of human behaviour by way of psyche evaluation.

Rodda (2010) and Rodda *et al.* (2018) have postulated that many abilities to cope with change, as well as the tendency to resist these changes, lie within the individuals who have experienced the change themselves, leaving the impression that the reactions to change depend on dispositional characteristics. In contrast, others believed that situational characteristics (communication quality and supervisor support) determined how employees perceived and reacted to the changes. Caniëls and Hatak (2019), in agreement with Shin, Taylor and Seo (2012:731-733), found that when comparing employees with high value-driven resilience with those low in resilience, the high value-driven resilience employees responded more favourably to change by using their resilience as a value-driven resource, which affects both the social and economic side of the leader-follower personality. Furxhi (2021) noted the importance of employees within an organisation undergoing any change initiative, emphasising that employees are the individuals that are implementing all the changes within the organisation and that the impact of their negative or positive attitudes towards the change initiatives can be detrimental or successful to change.

Over many years, research has failed to justify the perceptions and responses to change within organisations either by groups or individuals. Panda (2020) postulated that all individuals react very differently from each other in respect of the status quo related to change in organisations which is dependent upon the communication between management, supervisors, and sub-ordinates. Furthermore, Kabeyi (2018) conceded that individuals have different understandings and interpretations of ethical dilemmas, ethical business practice and ethical leadership. Human nature dictates how change is filtered through personal preferences by accepting or resisting change. Laubscher (2013:155) stated that over time, our thinking patterns that have changed, and different realities, are the results of new thinking patterns. Laubscher (2013:8) coined the term 'Human Niches' as she shared her profound understanding of Beige, Purple, Red, Blue, Orange, Green and Yellow thinking structures, or codes. The concept of Human Niches will be utilised interchangeably in this research to inform and assist organisational leaders and employees to understand the different thinking structures. Adapted from Viljoen (2015), this approach, best described the essence of different thinking systems, set out as Human Niches.
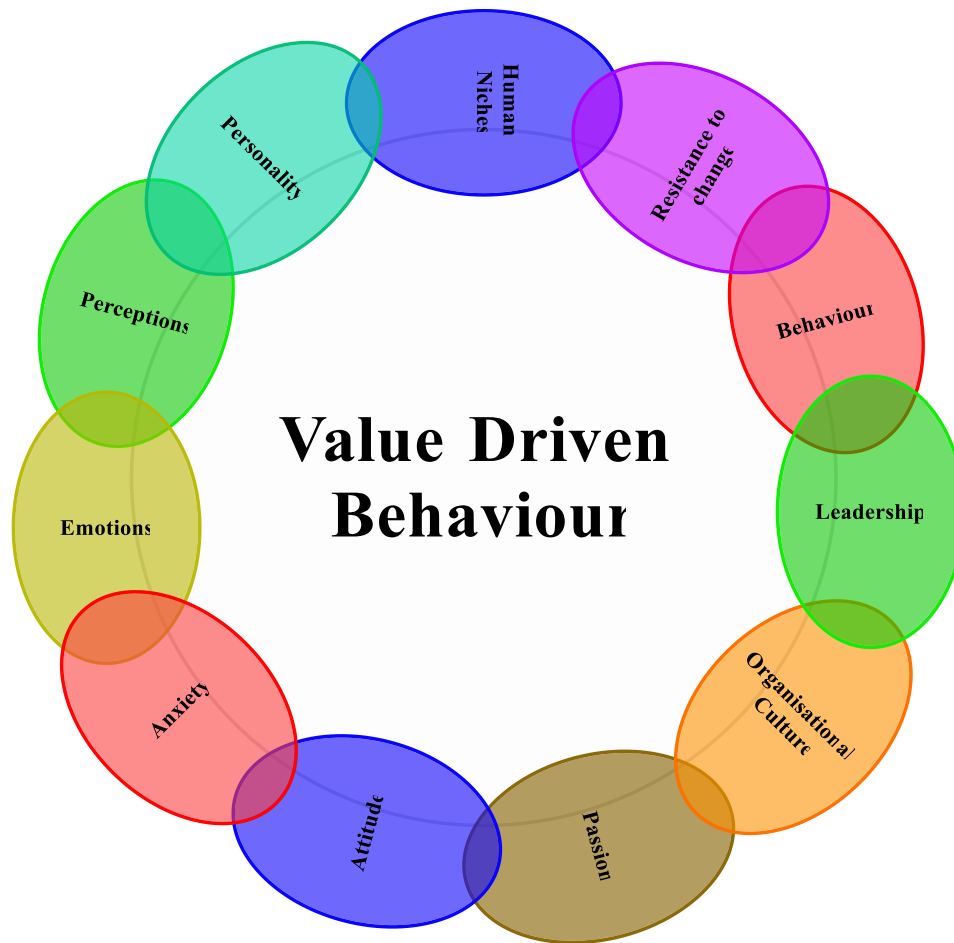
Figure 5.1: Elements of Value-Driven Behaviour – Researcher's Conceptualisation

Figure 5.1 displays the basic, significant elements that are linked to Value-Driven Behaviour that relates to change. The Figure 5.1 is the researcher's conceptualisation, and the elements will be unpacked step by step. The elements of Value-Driven Behaviour therefore enlighten the reader on Value-Driven Behaviour interlinking personality, perception, emotions, anxiety, attitude, passion, organisational culture, leadership, behaviour, resistance to change and importantly, the Human Niches. Overall, organisational change will have implications for the organisation as well as the employees thereof. In support of this view, this study concentrated on how employees respond to the changes within an organisation and their perceptions of such change. In this chapter, the researcher reviewed the Value-Driven aspects and the reactions presented in respect of change as displayed in Figure 5.1.

5.2 Perception

Image 5.1: Image of Perception

Image 5.1 portrays the image of what reality is perceived to be. It is a picture of a cat that stands in front of a cheval mirror and viewed itself as a lion. The image thus signifies that the viewpoint of oneself to others may be just that of a cat; however, the perceived image of this cat is of a lion is one of a conqueror and the king of wildlife. Risenga and Davhana-Maelesele (2017), in conjunction with Lindsay and Norman (1977:37), agreed that perception has been defined as 'the process by which organisms interpret and organise sensation to produce a meaningful experience of the world'. According to Niosi (2018), perception can be defined as a very complex process by which people often select, organise, and interpret sensory stimulation into a meaningful and coherent picture of the world. Perception is about receiving, selecting, acquiring, transforming, and organising the information that is supplied. Recognition and action are linked directly to perceptions. Canet-Giner *et al.* (2019) emphasised that the comprehension of the change characteristics that effect employees' perceptions and their behaviours, assists with manageability and contribute to the causality relationships. Giunchi, Vonthron and Ghislieri (2019) indicated that uncertainty is a contributing factor of personal and value-driven resources leading to perceptive judgement. Pignata *et al.* (2017) found that high levels of value-driven distress were linked to employee perceptions.

Robbins and Judge (2017) defined perception as a process that individuals utilise to organise and interpret their very own unique sensory impersonations to permit explication of their social and

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physical environments. According to Draaisma (2017), perception is what the brain is telling one and not what the eye sees, or the ear hears. Pearson (2017) emphasised that given the weight perception carries over the actual fact, it is a vital element of success in any organisation. Catenacci (2017:1) stated: "behaviour is not based on reality itself but on one's perception". Chen, Leber, and Golomb's (2019) findings proved that a spatial shift of attention leads to an altered perception in a human being. Davidescu *et al.* (2020) mentioned that psychological, physiological, and environmental circumstances have a considerable impact on employees' perceptions.

Davis (2018) emphasised that employee perceptions impact strongly on behaviour, performance, and attitude. For Deniz (2020), employees can mould and influence the perceptions of products, services, and stakeholders' interactions with the organisation. Ehlers (2020) confidently proved a positive relationship between employee perceptions of the Levels of fairness, compliance and good faith that is predominantly associated with higher levels of trust. Inegbedion *et al.* (2020) postulated that employee perceptions of workload balances influences job satisfaction, employee health and Value-Driven Behaviour, which play a critical role in the employee's loyalty to the organisation. Odogwu (2019) inferred that perception and attitude are very closely related through cognitive dissonance - an individual's attitude is influenced by their perception of the world, an object, or a situation. Kaposambo (2016) mentioned that although there is a strong relationship between trust and perception, low communication levels result in poor clarity of employees' perceptions and their commitment to the organisation.

According to Kim, Kim, and Kwon (2020), strategic alignment on role clarity, employee engagement and organisational performance affect employees' perceptions and motivation. Lee, Wu, and Yang (2019) proclaimed that employees during their employment at a workstation are bound to change a specific perception that they formed while they were younger. Manuti *et al.* (2020) proved that employees' perceptions of human resource management improved employee role behaviour and organisational engagement. Ohemeng and McGrandle (2021) emphasised that employee perceptions, while fostering inclusion, may be utilised to measure the effectiveness of policies and procedures encompassing organisational performances. Pombo and Gomes (2019) asserted that careful attention to employee perceptions should be adopted because shared perceptions among employees may probably boost organisational performances either in a positive

or negative manner. Yalçiner (2021) confirmed that employee perception must be positioned as an important factor which affects the acceptability of change in respect of success of change initiatives.

5.3   Personality

Personality is viewed as a trait or what an individual is born with. In any organisation, it is important for good managers to understand and work with their employees. In order to understand their employees, managers must be able to know their employees' personalities. Delima (2019) viewed personality as a dynamic set of characteristics possessed by an individual that influence cognition, motivation, and behaviour in a variety of situations. Therefore, personality is one of the major value-driven factors affecting human behaviour. Cheung (2016) described personality as a 'blend of characteristics' that enables one to be unique that is defined by a trait which causes individuals to behave in a certain manner. Lin (2016) emphasised personality to be developed genetically during childhood and which later stabilises, remaining unchanged in adult life.

Cook (2016) considered personality traits to be personality adaptability, enabling one to achieve success across different situations. Delima (2019) further postulated personality traits as a personal and social lasting pattern of perception, related to the disbursement throughout the environment and oneself. Jafri (2020) proved that personality does affect employees' creative behaviour and is influenced by three traits: extraversion, conscientiousness, and openness to experience. However, this will be heightened if coupled with emotional intelligence. Najam-us-Sahar (2016) suggested that for any change process, executives of the organisation need to consider employees' personalities as an integral aspect as it could have a profound effect on processes and success. Harper (2019:1) argued that personality is the nucleus of every individual, influencing moods, behaviours, interaction with others and decision-making.
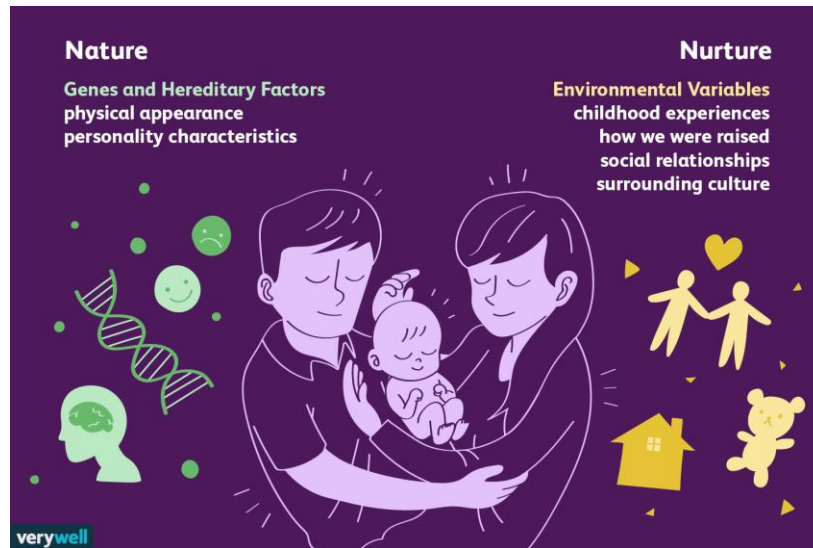
Figure 5.2: Nature vs Nurture - Genes or Environment adapted from Cherry (2020:1)

Figure 5.2, reflects the Nature vs Nurture: Genes or Environment that was adopted from Cherry (2020). Cherry (2020:1) depicted the bases for Nature as individual genes and hereditary factors, including physical appearance, and personality characteristics that seemingly mould an individual's personality. Thus, individuals' personality stems from Nurture, which includes environmental variables, childhood experiences, upbringing, social relations and cultural surroundings. Cherry (2020:2) further postulated that this age-old debate focused on which impacted most on human development: genetic inheritances or environmental factors. Cherry (2020) mentioned that biological psychology leans heavily on genetics being the important factor while behaviourism stresses that the environment has the greatest impact on an individual's personality. Narsaria (2022:1) re-iterated that the intense philosophical debate within psychology and biology was focused on whether an individual's personality is formed by nature 'DNA' or by nurture 'learning experiences.' Scommegna (2019) indicated that social environments may impact on the change in genetics and personality through the influence of behaviour.

Narsaria (2022:5) asserted that "the decisions that we make (environment) have a certain biological influence". Leary (2019:4) claimed that the nature-nurture debate is dead due to the assumptions that personality is influenced how an individual is raised, what the individual learns, and the individual's personal experiences, and that personality is influenced by a person's inborn biological make-up. Allen's (2020) comparison of identical and fraternal twin led to the conclusion although

they are physically and may be genetically identical, if they are brought up in different environments, they differ; this also leans towards nurture being dominant in personality development. Harper (2019) emphasised that personalities are different by the genes inherited and then developed and regulated by an individual. Although Dimitriu (2021:3) believed that personality is a temperament of how we are born and how we actually think at different phases, concurrence is evident with the intertwining of inherited temperament and the environment as responsible for building personality.

McLeod (2018:6) stated, "nurture assumes that correlations between environmental factors and psychological outcomes are caused environmentally". Harper (2019:6) further found that human beings and personalities are too intricate to be reduced to just one source and therefore agreed that the surrounding environment also influences the development of personality. Hart, Little, and van Bergen (2021) asserted that if there is a lack of genetic influence, then serious consideration must be given to the environment to avoid wrongful causation regarding personality. Narsaria (2022) stressed that uncertain environmental factors leave a massive impression on the shaping of an individual's personality; however, it is considerably easier to control than genetic DNA codes. According to Kaufman (2019), even though the genetic nature is important, factors such as life changes are also a major contributor to the moulding of an individual's personality and character building. Mitchell and Frith (2019) found interactive loops between nature and nurture which expand beyond an individual's life, currently extending into societies and culture; therefore, these dynamics must be acknowledged. Leary (2019) included the findings of recent studies which reflect that certain gene are associated with The Big Five Personality Traits.

Figure 5.3: The Big Five Personality Traits adopted from Thorisdottir (2017:i)

Figure 5.3 portrays The Big Five Personality Traits, also known as the Five Factor Model (Goldberg, 1990; Costa and McCrae, 1992). Thorisdottir (2017:9) mentioned that the Big Five Personality Traits model assists with a deeper understanding of individual differences and narrate central dimensions within a personality. Nießen, *et al.* (2020) declared that the Big Five Personality Traits Model is the most ingrained and authentic one, utilised widely for guiding the foundational research on socio-emotional expertise. Platschorre (2016:12) addressed The Big Five as a general phrase which represents the broad dimensions of personality; namely, openness to experiences, conscientiousness, extraversion, agreeableness, and neuroticism. Rossberger (2014:331-348) described the Big Five as:

- Extraversion: extent to which individuals engage with the external world and experience enthusiasm and other positive emotions.

- Agreeableness: extent to which individuals value cooperation and social harmony, honesty, decency, and trustworthiness. Agreeable individuals also tend to have an optimistic view of human nature.

- Conscientiousness: extent to which individuals value planning, possess the quality of persistence, and are achievement-oriented.

- Neuroticism: extent to which individuals experience negative feelings and their tendency to emotionally over-react.

- Openness to Experience: extent to which individuals exhibit intellectual curiosity, self-awareness, and individualism/non-conformance.

Mezquita *et al.* (2019:2) announced that openness constitutes fantasy, curiosity, social attitudes and admiration of art and beauty while Extraversion demonstrates individual differences in friendliness, social superiority, activeness, adventure, and optimism. Nießen, *et al.* (2020) concluded that personality can sometimes decrease cognitive abilities and conscientiousness manifested as the most vigorous of all the dimensions. Gupta and Gupta (2020) mentioned that from the Big Five Personality Traits, agreeableness is the most effective personality trait for job performance. Thorisdottir (2017:1) further noted that neuroticism requires an extensive understanding because of the vulnerability to stress, anxiety and depression. Ali (2019:45) concluded that extraversion, agreeableness, conscientiousness, and openness to experience encouraged innovativeness, whereas neuroticism discouraged innovativeness among individuals. Sharmila (2020:5) advocated that neuroticism may display emotional instability, negativity, irritability, low self-esteem, anxiety, mood swings or tension in an individual which ultimately affects the organisation and other employees. Baptiste (2018) mentioned that the combination of conscientiousness and neuroticism best envisioned authentic leadership. Oscar Wilde (h2019: cover) stated, "it is Beauty that captures your attention, Personality that captures your heart."

Lee *et al.* (2020) confirmed that employees' expressive personality traits are important for enhancing organisational commitments. Nuckcheddy (2018) emphasised the important role personality plays in respect of organisational behaviour influencing the work environment, work ethics and organisational tolerance. Kim, Bonn, Lee, and Kim (2019) asserted that a better understanding of employees' personality, and the effects on their anxiety levels will assist organisations relate to their behaviour towards certain aspects. Obrunleke, Adesida and Benjamin's (2020) revelations also linked personality traits to group influences and performances within an organisation. For Schwarz and Zarrabi (2017), the Enneagram is an effective tool for typology of personalities. Szekeres (2020) asserted that the Enneagram, reflected in Figure 3.3, reflects nine distinct worldviews that are known as a dynamic personality typology system and self-awareness tool, rooted in ancient philosophical traditions and modern Value-Driven Behaviour.

Alexander and Schnipke (2020:3) broke down the numbers as follows:

Ones: The Perfectionist - the need to be perfect - Principled, conscientious, organized, responsible, and committed.

Twos: The Helper - the need to be needed - Intuitive, empathetic, people-pleasing. Concerned with relationships and sense of connection to others.

Threes: The Achiever - the need to be successful - Hard working, competitive, success oriented, and image conscious.

Fours: The Individualist - the need to be special - Sensitive, introspective, reserved, emotionally honest with self and others.

Fives: The Investigator - the need to perceive - Cerebral, sensitive, independent, and emotionally restrained.

Sixes: The Loyalist - the need to be secure - Loyal, reliable, committed, security oriented.

Sevens: The Enthusiast - the need to be happy - Enthusiastic, adventure seeking, optimistic.

Eights: The Challenger - the need to be strong - Wilful, tough, and independent.

Nines: The Peace-maker - the need to be free - Easy-going, open minded, peaceful, avoids conflict.
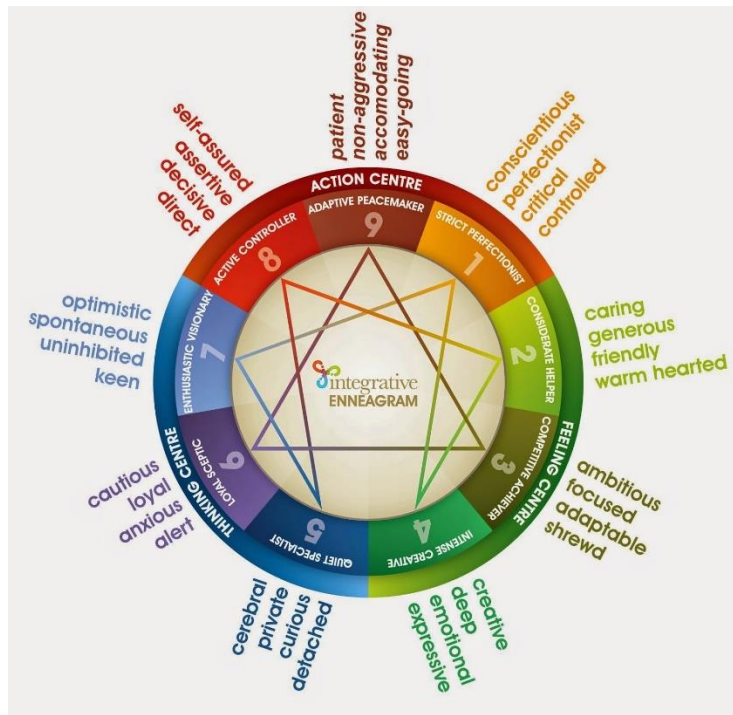
Figure 5.4: Enneagram Model Adopted from Szekeres (2020)

Szekeres (2020) identified the Enneagram model, figure 5.4, to reflect different behavioural patterns, feelings and thinking habits. Szekeres (2016) and Garner (2012) suggested that the Enneagram model or tests be utilised within organisations to enable managers to gain in-depth insight into employees' behaviour and personalities. Once managers gain an understanding of their employees' personalities, then the transition becomes easier. Casmas (2019) reflected that important specificity to growth spiritually and psychologically is enabled by the Enneagram types. Cherry (2020) asserted that the nine personality types of the Enneagram are characterised by dominant motivations, fears and behaviours that can be moulded by environmental experiences and factors. Daniels, Saracino, Fraley, Christian and Pardo (2018) perceived the Enneagram to be a complex model that enables individuals to navigate their inner encounters effectively via the developmental roadmap provided in each type's unique personality progression. DeLay's (2019) findings showed that an understanding the correlation of the Enneagram type together with self-awareness development, enables a holistic engagement in decision-making processes, with reflections occurring in a deeper, more meaningful way.

Desmarais *et al.* (2020) found that the Enneagram may be utilised to enhance emotional intelligence thus promoting self-knowledge. Komasi *et al.* (2019) mentioned that the unique personality types of the Enneagram possess risk perceptions and willingness to adopt healthy behaviours. Roh *et al.* (2019) indicated that the triads of the human psyche, thinking, feelings and instincts, contributed to the Enneagram types of personality. According to Saeidi *et al.* (2019), by identifying the personality types of the Enneagram, a greater understanding of responsibility and behaviour patterns are likely. Scheessele (2019) suggested organisations should investigate different approaches when utilising or implementing the Enneagram Personality Model. Najam-us-Sahar (2016) found personality to be responsible for differences in job satisfaction which sequentially affect turnover within an organisation given the choice of an employee's occupation. An organisation's strength is dependent upon an employee's belief in job security, which leads to better performance. Attitude coupled with personality also plays a vital role. Thorisdottir (2017) asserted that calm and stable characteristics defined in emotions were a contributing factor to personality. One of the traits of personality that affects Value-Driven Behaviour is passion, or employees' drive to achieve the expected. MTD Training (2017) declared that employees with spirited personalities are the passionate, persuasive, risk-taking dreamers of an organisation. Passion within employees drives one to multi-task and assists others to be motivated as well. Wang (2017) maintained that purpose and passion are the roots of positive organisational culture transformation that creates magical profits for the organisation.

The Enneagram is an extraordinary instrument that is utilised for the understanding of oneself and others, but when it is partnered with a system like Spiral Dynamics Integral, a whole new world opens up, imparting a guide for the evaluation of individuals through levels of consciousness. Spiral Dynamics describes the levels of consciousness, and the Enneagram Developmental Cycle shows us the smaller steps needed to move up through the phases. Ooten and O'Hara (2010:40) stated:

"Spiral Dynamics Integral Dynamics is a model that describes phylogenetics, the evolution of the species. The Enneagram of Personality is a tool that details the fixated aspects of the individual and describes ontogenetic, the development of the individual of the species. Pairing these two systems provides a map for the evolution of individuals through levels of consciousness. Through properly comprehending and applying these two systems, we can

develop deep compassion and understanding for our fellow human beings and can be more effective in all endeavours."

5.4   Emotions

Emotions are closely linked to employees' perceptions. People's everyday feelings that are reflected in emotions impact on our reaction to change. Cherry (2019:1) reiterated Hockenbury and Hockenbury's (2007) explanations of emotions to be a multiplexed value-driven state that incorporates three main features: a person's life experience, a physiological or emotional reaction, and an expressive or behavioural comeback. Emotions are complex and can be displayed simultaneously, for example, anger, fear, disgust, joy, love, sadness, and surprise. Alexander *et al.* (2021) stated that emotions are a cognitive process that are associated with mood states and traits. Barrett *et al.* (2019) explained that an emotional state is communicated through a facial configuration, bodily movement, or vocal expression. Alexander *et al.* (2021) further postulated that as human beings age, their salience of emotion regulation increases, gaining premium value positive emotions. Berridge (2018) explained that human emotion is most prevalent as subjective feelings with an underlying core value-driven process. Individuals intend to project their immediate feelings to the people that surround them; for example, a happy vibe when someone in their team scores a goal or the sadness when their supportive team loses the match.

Fox (2018) asserted that the understanding of the human mind is at the heart of emotions. Gilar-Corbi *et al.* (2019:2) affirmed that one of the most important competencies for Emotional Intelligence is to recognise, accept and understand the emotions and feelings of individuals. Ho, Hancock, and Miner (2018) believed that the increase of perceived understanding and cognitive reappraisal was highly beneficial with emotional disclosure. Hökkä, Vähäsantanen, and Paloniem (2020) noted that the contextualisation of emotions is explored as experiences and reactions are elaborated by emotional intelligence. Liberty and Kida (2019) recommended managers to focus on the emotions and emotional intelligence of employees owing to distinct emotions representing different responses, thus exploiting unique opportunities. Munir and Azam (2019) mentioned that organisations have identified a cost-effective way to enhance employee performance by enhancing employees' level of emotional intelligence.

Madrid, Barros, and Vasquez (2020) emphasised the importance of understanding, utilising, and managing employees' emotions which influence attitude, performance, and outcomes within any organisation. Maksimainen *et al.* (2018) suggested altering certain conditions to enable the functions of certain emotions by emotional valence and memory, ensuring pleasant and positive outcomes. Martel, Pennycook, and Rand (2020) found that paying careful attention towards emotions, assists in perceptions and judgement that may have great impact on the future. Mok (2019) asserted that occupational burnout is one of the contributing factors of negative emotions. For Burghardt (2019), cognitive processing and emotion are embedded in all facets of behaviour and should be explicitly incorporated in them.

Pérez-Fuentes *et al.* (2020) asserted that the state of anxiety is the result of emotional and mood alterations. Pollak, Camras and Cole (2019) indicated that the understanding of human beings' abilities to recognise, communicate and regulate their emotions is a process that develops with age, experience, and practice. Rowe and Fitness (2018) accentuated those negative emotions may be construed beneficial to motivation and performance under certain circumstances. Often, individuals who are unhappy portraying a negative attitude may delve deeper into knowledge-based studies or theoretical studies to prove other ways and means to conclude a solution. Schiebe, Walter and Zhan (2021) stressed the importance of organisations considering the link between age and emotions of employees and their effects on work outcomes. Zheng *et al.* (2019) described emotions as intricate psycho-physiological processes that are correlated with numerous internal and external activities.

5.5 Anxiety

One of the most common emotions related to change is anxiety. Gould *et al.* (2018) referred to anxiety as a normal human emotion that is developed by worrying about everything. Bisson (2017) viewed anxiety as a disorder that is based on worries about things that give no reason to be worried about. Felman (2020:2) at the American Psychological Association defines anxiety as follows: 'Anxiety is an emotion characterized by feelings of tension, worried thoughts and physical changes like increased blood pressure'. According to Munro (2017), anxiety is the most common mental disorder that needs to be addressed with urgency. Hall (2017) emphasised that anxiety affects the performance and value-driven functioning of individuals. Different situations trigger anxiety in

certain individuals, thus affecting their behaviour patterns. Olofsdotter (2017) regarded anxiety as an experience of physiological, cognitive, and behavioural reactions. Wang, Mather, and Seifert (2018) raised concerns over the higher levels of work-related anxiety leading to lower levels of commitment to the organisation, owing to job insecurities.

Marshak (2016) revealed that the impact of anxiety within an organisation may be due to a new way of working regarding specific employees. Bracci and Riva (2020) mentioned that one of the major contributors of anxiety is perceived job insecurity. Gasper *et al.* (2020) concluded that anxiety and depression are very high-risk factors and should be addressed urgently within the organisation to eliminate the subsequent outcome of injury. Goetzel *et al.* (2018) emphasised that anxiety has detrimental effects on employee productivity that contribute to absenteeism, workers compensation claims, short term disabilities and presenteeism. Li *et al.* (2021) considered anxiety to be a mental health issue that is caused by burnout and stress constructs. Razavian *et al.* (2018) described state anxiety as how an individual is feeling for the duration of a perceived threat, and trait anxiety is a personality trait that remains stable over a long period of time.

Anxiousness usually comes to the forefront when there is pending change and one steps out of one's comfort zone for this change. Anxiety is often associated with something negative or bad happening; however, change can be something great for both the individual and the organisation. Hammad (2016) indicated that anxiety is reflected by an individual that is afraid of the unknown and uncertain of the unwanted or unwelcome change. Ko and Chang's (2018) findings link a growth in anxiety levels to procrastination when one is encountered by any form of change. Brennan (2021) expressed the opinion that the human mind automatically views any substantial change with negativity, thus causing the individual to experience anxiety. Fear of change faced by any individual is one of the most frequent, typical fears faced by a human being that is expressed as anxiety. Rodman (2018:2) stated:

"Fear of change is often related to a negative worldview, and just as often related to a tendency toward anxiety (and of course, these two variables are often related to one another, as well)".

5.6 Attitude

Within organisations, the general attitude of employees towards their jobs plays an important role. According to Singh (2016), attitudes comprise of beliefs, emotions, and feelings of employees. Adeniji (2016) believed that managers' communication of change within an organisation to employees determines the employees' attitudes towards the change. Therefore, it is critical to have a communication system that informs the employees at every level within the organisation of the changes. According to Aduama (2016), an excellent way to diminish negative attitudes amongst employees is to publicise previous changes both successful and unsuccessful within the organisation. Abun *et al.* (2019) described attitude as a multidimensional construct with psychological and emotional reactions of a subject, object or individual which affects their behaviour. Offorbike, Nnadi, and Agu, (2018) postulated that an individual's attitude affects their behaviour and managing these attitudinal expectations and contributions is a critical management function.

Andrew (2017) stipulated the important fact that organisational change is affected by different life experiences, attitudes and behavioural patterns of employees which may create negative or positive reactions amongst other employees. Arifin (2019) stated that intrinsic factors (skills development, employee trust, fear on change consequences, career enhancement) and extrinsic factors (support, leadership style, leader-member communication, management engagement, involvement in change planning, quality of information shared), influence employees' attitudes towards change. Aynas and Aslan (2021) concluded that authentic learning practices created a positive attitude. Brügger and Höchli (2019) asserted that a stronger and more favourable attitude increased the likelihood of carrying out successive, more salient goal-conducive behaviours of an individual. D'Souza and Poojary (2018) stated that attitudes have been defined as the manner in which individuals behave and react and are one of the most detectable behaviours within any organisation.

Khan, Shah, and Khan (2018) expressed it to be easier to gauge attitude than to define it, thus it is inferred for apparent behaviour in response towards distinct categories of events or objects. Dowker *et al.* (2019) emphasised the importance of understanding the relationship between attitude and performance, also the specific attitude that is especially important to performance and at what stage these relations may amalgamate. Dul and Velin (2018) found that certain leadership skills assisted

in shaping employee's attitudes thus ensuring the sustainability of the organisations. Khuwaja *et al.* (2020), affirmed the development and prosperities of employees' psychological attachments are also dependent upon the leaders or managers' attitudinal behaviour. Kumar and Velmurugan (2020) mentioned that morale represents the value-driven state of affairs and affects the attitude of employees based on the gratification of their goals and needs. Motuma and Chekole's (2020) findings revealed that job satisfaction is the main influencer on an employee's attitude.

5.7 Passion

The ambivalent relationship between passion and Value-Driven Behaviour has over many years fascinated researchers of different disciplines. Passion is a strong emotion or desire for someone or something. Often one views passion as a feeling of happiness while performing a certain activity, or enjoyment of a duty. Berg, Forest, and Stenseng (2020) disclosed two forms of passion evident: harmonious passion (balanced and flexible involvement in an activity) and obsessive passion (intense love and sturdy commitment for an activity). Chamorro *et al.* (2020) explained harmonious passion as the strong keenness to freely engage in an activity without any type of fortuity, while obsessive passion represents a powerful and uncontrollable desire to participate in the venture. Gao and Jiang (2019) mentioned that harmonious passion represents a crucial role in activating an employee's voice. Bester, Coetzee, and Van Lill (2020) stressed passion to be a significant construct that needs immediate attention because an employee's passion can promote or impede their motivations, work capabilities and accomplishments. Bhansing, Hitters and Wijngaarden (2017) affirmed the relationship between passion (antecedent) and inspiration as prevailing either as passion in the atmosphere or passion within individuals. McPheat (2010) advised one to be passionate about the work that is needed to be done by choosing a career that one enjoys and looks forward to.

Chen, Chang, and Wang (2018) asserted that when employees internalise their passion for work, then work becomes part of their identity. They are therefore not susceptible to emotional exhaustion by their profession. Friesen (2019) stated that when employees are passionate about their work, they seek approaches to improve themselves, their roles, and the organisation itself, also extending this passion to other employees. Gómez-Salgado *et al.* (2019) emphasised that management should act as role models in encouraging passion at work, thereby promoting employees' passion for work.

According to Hagel *et al.* (2020), understanding why employees take on challenges is the first step towards instilling passion for work. Ho *et al.* (2018) suggested that management must first evaluate employees' perceptions of colleagues, the job itself and the organisation, in order to effectively and efficiently promote and nurture passion towards work.

Jia *et al.* (2018) mentioned that transformational leaders can ultimately positively affect and inspire passion in employees. Indriasari and Setyorini (2018) provided a contextual explanation of how building up work passions enables initiating employee expertise and competence. Mas'ud *et al.* (2020) emphasised that employees with passion for work provide positive benefits and consider their jobs very important within the organisation, thus improving organisational concepts. Pollack *et al.* (2020) indicated that the strongest relation to job satisfaction was harmonious passion, closely followed by general passion. Purba and Ananta (2018) stipulated that by increasing employees' job satisfaction, passion for work may determine turnover intentions. Stoia (2018) found that organisations need employees with passion to acknowledge and thrive during constant changes in the business environment.

5.8 Organisational Culture

Pogosyan (2017), in agreement with Hofstede (2011), defined culture as a consolidated programming of the mind that differentiates the members of one group or category of people from others. According to Spurrell, Guilmard and Isles (2017), individuals are strongly influenced by others' opinions and beliefs; therefore, roles are determined by local culture. Wittenkamp (2018) advocated culture to be an inherited mental programming from one's ancestors and may also be obtained from others around one. Wardrope (2016) emphasised that one of the prerequisites for understanding the diversity of others is to understand how culture influences all aspects of human behaviour. Perceptions of an organisation's image and the identity of its employees stems from culture. Each organisation will carry its own culture over the years and each employee within an organisation has his or her own personal culture embedded within. Bingol, Şener and Çevik (2013:222) found that each organisation has its own distinct organisational culture that is fundamental for perceptions of organisational image and the identity of employees. Bingol et.al (2013) further postulated that the most important detriment to guiding employees' behaviour is organisational culture, which in turn can assist the organisation to prosper.

Almaiman and McClaughlin (2018) emphasised that organisational culture has the most significant impact on continuous changes within an organisation. Spurrell, *et al.* (2017) postulated that organisational leaders ensure that the organisational culture, rules, and customs are observed; however, this culture may impede change. Wittenberg (2016) emphasised that high-quality leadership is required to lead a multi-cultural workforce. Wittenberg (2016) further asserted that the leaders within an organisation must be able to build employees' emotional intelligence to project the organisation's culture. Joshi (2016) emphasised that organisational culture often takes years to develop and thus decides the employees' behaviour while inclusive of employees' needs, attitudes, and expectations. Joshi (2016) further explained that a good organisational culture should possess various dimensions such as a mutual support system between management and employees, high motivation levels, training and development, conflict resolution, control linked to supervision and the humane treatment of employees. Leithy (2017) affirmed that the personality of an individual is exactly what culture is to an organisation.

Leithy (2017) explained that job satisfaction, job involvement and organisational commitment play an important role in the relationship between organisational culture and organisational performance. McCarthy (2016) alleged that often organisational culture hinders the need for development of new strategies due to the mindset over time, allowing the growth of the organisation to be stagnated. Ritson (2017) in agreement postulated organisational culture as the most effective influence on any strategy or response to change within any organisation. Rohan (2016) believed that the highest contributing factor to organisational culture is communication. Change communicated in a positive connotation will produce positive results. Schuler (2017), in reference to objective culture, reiterated that managers with all their education and experience still have difficulty with communicating with different or other cultures when change is imminent. Bendak, Shikhli, and Abdel-Razek (2020) asserted that the establishment and enhancement of the right culture within an organisation assists with innovation.

Shahzad *et al.* (2012) found that strong organisational culture exudes a positive attitude, producing a positive impact on the employees' job performance. Asatiani *et al.* (2020) emphasised that any misalignments between the symbolic and realistic elements of the organisation's culture may result in the culture boundaries becoming detectable among employed teams and individuals. According

to Sidikova (2011), organisational culture is very important in determining employees' behaviour before, during and after change within the organisation. Tsai (2011) asserted that a strong organisational culture emerges when strong unified behaviour, values and beliefs have been developed and mirrored by strong leaders, thereby reducing conflict, ensuring consistent positive behaviour, and creating a healthy work environment. Watson and Shannon (2017) confirmed that middle management's understanding and implementation of organisational culture is a crucial part of strategic change within the organisation. Hald, Gillespie, and Reader (2020) proposed, in order to circumvent organisational failure, that a divergence between casual and corrective culture must be established while ethical and safety cultures are unified.

Attar (2020) mentioned that the positive relationship between organisational culture and the basic element known as knowledge within organisations, eventually leads to positive intellectual capital. Ilham (2018) emphasised that job satisfaction, employee motivation, and work ethics are created by organisational culture and leadership style within the organisation normally has a positive impact on organisational culture. Joseph and Kibera (2019) postulated that organisational culture to be recognised as a principal intangible asset and a barrier to effect performance with great power. Kamau and Wanyoike (2018) recommended organisational culture to allow consistent and supportive strategies daily for the employees' activities. Kuswati (2020) declared organisational culture to be a systematic guide to employees, binding employees to form attitudes and behaviours in accordance with the vision, mission, and strategies of the organisation. Mannion and Davies (2018) expressed the view that organisational culture is important but is no miracle until one understands which culture component influences which performance aspects.

5.9   Leadership

Section 3.2.5., Management and Employee Faith in Management in Chapter 3, led the researcher to Leadership as a focused literature review in respect of employees view of management within the organisation. Over the years, it has become apparent within organisations that the success of the organisation depends on the leader. Leadership is one of the most extensively researched constructs that impacts on behavioural science. A leader's behaviour also affects the attitude of employees during changes within an organisation. Beck *et al.* (2018:216) stated:

"Graves (1974) reminds us that the one leader is not better than the other – but rather, the best leader is the congruent one where internal code can deal most effectively with external changes in life conditions".

Different types of leaders behaved and reacted differently, slotting themselves into one or more of the following type leaderships. According to Brynard (2018), leadership behaviour is an important tool to maintain the organisation's culture as well as to have the responsibilities of the high pace of transformation within the organisation. Davari (2018) asserted that literature, language and culture define good leadership which could relate to different types of leadership such as charismatic leadership, transformational leadership, servant leadership, authentic leadership. The different types of Leadership are: Authentic Leadership, Ethical Leadership, Servant Leadership, Transformational Leadership and Integral Leadership, and these are discussed next.

5.9.1 *Authentic Leadership*

Nikolic (2015:16) stated that the intentions or actions of corporate behaviours must be authentic eliminating the concept of misleading or deception. George (2015) suggested an authentic leader possess the characteristics of direct purpose that leads with strong values, hope, confidence, optimism, and much sort-after integrity. Lux (2017), in agreement with Caza *et al.* (2010), asserted that a good authentic leader's behaviour displays four main factors: self-awareness, an internalised modern perspective, balanced processing, and relational transparency. According to Maximo (2015), authentic leadership stems from and encourages positive value-driven capabilities thus ensuring positive outcomes by employees and the organisation working together, utilising supervisor trust, value-driven safety, and work engagement. Lux's (2012) hypothesis strongly indicated that authentic leadership creates positive follower outcomes and job satisfaction for the employee. Smith (2015) believed that the authentic leader possesses internalised moral perspectives that spill over from the authentic leader to the followers. Tapara (2011) postulated that authentic leaders focus on actions that depict their beliefs.

Alilyyani, Wong, and Cummings (2018) expressed the view that authentic leadership is a new relational type of leadership which influences employee performance, builds optimism together with trust, and promotes employee inclusivity. Alvesson and Einola's (2019) findings prove

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authentic leadership to be a positive leadership style with value-driven reductionism in terms of workplace dynamics. Crawford *et al.* (2020) included self-awareness, sincerity, balanced processing, positive moral perspectives, and informal influence on the actual dimensions of what an authentic leader is. According to Dramićanin (2019), the creation of respect without fear, development of sustainable relationships, the establishment of an atmosphere of loyalty, trust and security, are what enables an authentic leader to be ranked the most powerful level of leadership. Gigol (2020) raised concerns about authentic leaders may encourage followers to participate in unethical pro-organisational behaviour if ethics are not integrated into the organisation's basic values.

Grošelji *et al.* (2021) provided insights into authentic leadership as a stimulator for innovative work behaviour by moderating the role of value-driven enablement. Strom's (2020) findings on the relationship between authentic leaders and relational power were positively linked, allowing greater employee engagement. Supriyadi *et al.* (2020) mentioned that the mediator between authentic leadership and innovative work behaviour is value-driven capital. Tijani and Okunbanjo (2020) indicated that the relationship between authentic leadership and organisational commitment in relation to continuance, effectiveness and normativeness, is significantly positive. According to Towsen, Stander, and Van der Vaart (2020), understanding authentic leadership's value proposition and ensuring mature authentic organisational culture is in place, assist in enhancing further authentic leadership development.

5.9.2 *Ethical Leadership*
Bormann (2013) reviewed the definition of ethical leadership by Brown, Trevino, and Harrison (2005:4) to be the demonstration of regulatory pertinent conduct through personal actions and interpersonal relationships, and the encouragement of such conduct to followers through two-way communication, augmentation, and decision-making. Freiwald (2013) observed that a leader's behaviour is normally emulated by their subordinates who perceive the leader to be a credible model. According to Brynard (2018), a good leader has ethics and behaves in a manner that portrays the image of a role model for employees. Bansal and Kumar (2018) expressed the view that ethical leaders, among their followers, and through their ethical role model behaviour promote ethical behaviour, engage in open communication processes, and create internal ethical mechanisms that

develop ethical employees. Bhatti *et al.* (2020) recommended that managers within any organisation focus on and practise ethical leadership to promote knowledge sharing and employee well-being. Cullen (2020) mentioned that ethical leadership falls into either an authentic leadership style (celebrating virtuous personalities) or a toxic leadership style (dark personality traits).

Feng *et al.* (2019) identified the competitive intensity of an ethical leader as an important factor regarding organisational performance. Wolmarans (2014) asserted that an ethical leader visibly upholds the ethical standards by being open and honest, reflecting a very high level of concern for employees as well as the organisation. Fowler (2014) affirmed that ethical leaders exhibit more visible behaviour consisting of characteristics such as honesty and integrity. Fu *et al.* (2020) stated that anxiety and well-being at work of the employees is positively addressed and correlated with ethical leadership. Alof (2014) believed that ethical leaders set and communicate clear and ethical standards for their followers. For Halbusi *et al.* (2019), organisational justice shapes the influence of ethical leadership on employees' ethical behaviour. Hegarty and Moccia (2018) listed justice, mercy and compassion, humility, gratitude, prudence, and objectivity, integrity and resilience and magnanimity as the key components of ethical leadership that ensures appropriate behaviour.

Saleem *et al.* (2020) suggested that ethical leaders secure the effects of environmental awareness to continue their roles in modifying and shaping the organisation. Morilly (2013) asserted that a strong, savvy ethical leader considers the interests and demands of the organisation when making decisions and modelling ethical behaviour for followers. Nikolic (2015) emphasised that an ethical leader leads by example, treats employees fairly and actively manages morality in an organisation. Pitzer-Brandon (2013) defined an ethical leader as an individual who acts within a certain code or moral doctrine or someone with a system of principled standards. Wacker's (2017) findings on ethical leadership demonstrated a positive outcome on employee well-being, thus enabling positive performance during any change transactions within an organisation. Widyani *et al.* (2020) found that the integration of ethical behaviour and entrepreneur leadership significantly improves performance of the organisation. Shakeel, Kruyen, and Thiel (2019) indicated that the quadrant and concentric circles of their findings show that ethical leadership may be perceived as a process rather than a distinct style.

Based on the work of Graves (1974) and the Human Niches contributions of Laubscher (2013), it is evident that ethics are different in different Human Niches. The ancestral approach of the Purple Niche lean into the chief's guidance with its mystical signs and wonders, while the dictatorial Red Niche's ethics are based on building self-image and what makes one feel good. According to Cocks (2020:4-9), Red Niche leaders will risk their own lives as proof of their own strength so the toughness and scariest becomes the leader, with the Blue Niche leader in contrast portraying ethics that are own group and law orientated, while utilising these ethics to control the impulsiveness and narcissism of the Red Niche. The tried experiences of the Orange Niche leader, diverges from the Blue Niche conformity into ethics that embrace all people and scientific materialism; however, Beck *et al.* (2018) asserted that the Orange Niche leadership skills may become unsophisticated in their quest for higher returns. Cocks (2020:7) expressed the view that the ethics of the Green Niche, inclusive of spiritual enlightenment, is the birthing of civil rights, feminist, gay rights movements, and environmentalism that makes room for a more compassionate leader, whereas the systemic Yellow Niche leader with his or her universal right principles, acknowledge the ethics of each different Niche from the Purple Niche all the way to the Green Niche, collaborating with equality and integration. Beck *et al.* (2018) mentioned that the Yellow Niche leader represents character ethics stemming from an abundance of accumulated knowledge and life experience.

5.9.3 *Servant Leadership*

Van Dierendonck (2011) mentioned that the clearest definition of servant leadership is coined by Greenleaf (1977), as a leader is first a servant who is launched by natural feelings of serving then making a conscious choice of leading. Kantharia (2011) re-iterated that the words 'servant leader' both contradict themselves while being complementary in a paradoxical notion, acting from Agapoa Love. Daniels (2016:41) recalled Greenleaf's (2002) basic characteristics of servant leadership as love, humility, altruism, vision, trust, empowerment (of others), service, ability, acceptance, compassion, concern for others, courage, dependability, discipline, empathy, honesty, integrity, justice, prudence, self-sacrifice, spirit, tough-mindedness, trustworthiness, and wisdom. Boone and Makhani (2012) further explored the characteristics and view a servant leader as one that may address the tough times and the need for change by communicating a compelling vision, building a community of togetherness within the organisation, and determining a course of action that results in profitability and loyalty to employees. Brohi *et al.* (2018) found that the value-driven

safety and servant leadership relationship is mediated by value-driven safety itself. Rimes (2011) believed that servant leadership cuts across other leadership theories while providing foundational philosophy emphasising human growth. Hernández-Perlines and Araya-Castillo (2020) postulated positive impacts on performance and innovation from servant leadership.

Yeh (2017) described a servant leader to be an individual who inspires others to transcend their self-interests in recognition of the collective. McCarthy (2014) completed a study that identified both ethical leadership (betterment of society) and spiritual leadership (inspiration of hope) that are linked to servant leadership. Tureman (2013) introduced his thesis with Christian beliefs and illustration of Jesus Christ washing the feet of his disciples (followers), and projects servant leadership having a profound impact that transforms followers, effectively bringing about successful change throughout the organisation. Gandolfi and Stone (2017) expressed the view that servant leadership affects and has been influenced by numerous cultures and is not only regulated by the Christian paradigm. Eva *et al.* (2019) mentioned that servant leadership is difficult to master; however, it positively influences job-related employee attitudes. Opoku, Choi and Kang (2019) validated the view that employee innovation and encouragement of preferable employee behaviour is facilitated with servant leadership being the antecedent.

Gandolfi and Stone's (2017) findings place servant leadership as the highest level of leadership which insistently calls for personal humility guaranteeing successful implementation. Hurt (2020) postulated that even though there is no universal definition for servant leadership, the question remains whether the general understanding is a process for leaders to serve others. Kumar (2018) asserted that the acceptance of servant leadership within organisations resulted in elevated levels of trust, care, confidence, recognition, and autonomy related to employees' behaviour. Muzira, Muzira and Min (2020) declared that organisational failures and financial disrepute will be diminished by the adoption of servant leadership practices. Nobles (2019) asserted the importance of transforming middle managers to become liberated servant leaders resulting in self-confident, self-motivated, and creative employees. Saleem *et al.* (2020) revealed that positive individual performance is inspired by mediated and deciphered servant leadership through affective trust.

5.9.4 *Transformational Leadership*

Research has shown transformational leadership to be one of the most dominant paradigms linking managers' influences on employees' attitudes and behaviours within an organisation. Luft (2012:2) defined transformational leadership as:

> "…a social process in which a member or members of a group or organisation influence the interpretation of internal and external events, the choice of goals or desired outcomes, the organisation of work activities, the individual motivation and abilities, the power relations, and the shared orientations."

Ghadi, Fernando and Caputi's (2013) findings demonstrated that employees that are subordinates to transformational leaders were more energetic, enthusiastic, absorbed in work thus enabling better productivity. Dickson and Kising'u (2019) postulated that in order for an organisation to be unique and have the competitive advantage, a transformational leader facilitates the mindset of a gamechanger by setting concrete foundations that erect the pillars of collective and holistic approach to any radical changes. Brynard (2018) emphasised that a good transformational leader assists employees to envision beyond their self-interest, articulates a vision of the future and enables employees to grasp new ideas working towards the goal and mission of the organisation. According to Alqatawenh (2018), transformational leaders best address the most important challenges of change management due to the followers being urged to achieve more than expected. Beck-Tauber's (2012) review of Bass and Avolio's roles of the transformational leader as far back as 1994, include a role model, coach or mentor, communicator, delegator and developer of others, facilitator of cooperative behaviour, enhancer of group cohesiveness, direct and indirect influencer, inspirer of others, instiller of commitment, monitor of development, promoter of positive change, provider of empowerment, questioner of assumptions reframer of problems, and stimulator of innovation and creativity.

Change within an organisation is brought about by the innovation and creativity of employees and their leaders. Datche (2015) explained that transformational leaders inspire followers to change their visions, expectations, and perceptions by motivation to achieve the goals of the organisation. Overstreet (2012) postulated that transformational leadership is constructed by three dimensions:

(a) contingent reward – the leader confirms the expectations and recognises when they are met; (b) active management by exception – employees' actions and behaviours are monitored, and errors rectified immediately, and (c) passive management by exception – leader corrects the problem only after it has occurred. Eliyana, Ma'arif, and Muzakki, (2019) found that transformational leadership has an impact on performance, job satisfaction and organisational commitment. According to Sandell (2012), transformational leaders have the ability to illuminate to employees their worth and work value to ensure that the employee feels the appropriate amount of safety, physical, emotional, and value-driven security to perform their duties with enthusiasm and success. Freeborough (2020) asserted that a positive link between organisational normative commitment and transformational leadership exists. Seloane (2010) believed that a transformational leader can delegate with subtlety, simultaneously encouraging intellectual stimulation by encouraging followers to try new ideas.

Khan *et al.* (2020) concluded that transformational leaders need to know their employees in order to inspire them and ensure employees boost self-confidence in specific jobs. Tafvelin's (2013) research findings demonstrated transformational leadership to be positively related to employee attitude, role clarity and commitment. Wojtara-Perry (2016) detected sufficient evidence that transformational leadership is a predictor of employee job satisfaction. Lai *et al.* (2020) mentioned that transformational leadership inspires employees to immerse themselves in their work and assists with their behaviours. For Tian *et al.* (2020), the traits of transformational leadership include expanding engrossing visions for employees, creating problem solving techniques, generating a sense of purpose, utilising more time on training and development of employees, and concentrating on goal achievements, enable any leader to retain employees and enhance organisational citizenship behaviour. Top, Abdullah, and Faraj (2020) emphasised that transformational leaders should construct positive communication concepts and relations with employees individually to enhance inspirational motivation to positively impact on employee performances.

According to Li *et al.* (2019), transformational leaders must strive to engage employees in innovative work behaviours through trust. Su, Cheng, and Wen (2019) findings concluded that there was a positive relationship between transformational leadership and employees' affective commitment and value-driven empowerment. Udin, Riyadh and Dananjoyo (2020) assured employees of the need to establish a sense of institutional identity through encouragement,

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enthusiasm, intellectual stimulation, and individualised attention from a transformational leadership. Udin *et al.* (2020) postulated the general characterisation of transformational leadership as one which propels and energises employees to undertake significant liabilities and independency thus improving their job satisfaction and achievements. Usman (2020) asserted that education, training and development play a vital role with constant change within an organisation for transformational leaders and employees alike.

5.9.5 *Integral Leadership*

Panda (2020:1) described integral leadership as a combination of various leadership for a more efficient and effective leadership style. Integral leadership requires an individual to be psychologically mature, easily adapts to fundamental changes and supports subordinates during their development stages. Sandra's and Nandram's (2013:17) observed integral leadership as a "complex interaction between the inner and outer harmonisation of consciousness". Beck *et al.* (2018:45) asserted integral leaders must seek solutions to the integral leadership equation which includes how should one lead to motivate, influence and manage individuals from various groups or cultures. With individuals from different cultures and survival motivations may be constantly working together within organisations. Saini's (2015) research manifests that the integral leadership style have a greater recommendation in respect of intuitive and consciousness than a sensual leadership approach. Lucas (2013) observed that in a change process, integral leaders are inclined to make more conscious and congruent decisions than any other leader due to their understanding of the transformational occurrences. Work (2021) asserted during the times of the COVID-19 Pandemic, the awareness of mortality could have led individuals to a superiority of evils and to get the morality back in line, integral leader is needed. Reynolds (2021) remarked that integral leadership is the generative interplay of the role and behaviours of a leader, how the leader leads and the systems and culture of the organisation. The reflection of a good Integral Leader was manifested during the times of the most recent covid-19 pandemic, which is evident in the next section 5.9.6.

5.9.6 *Leadership and the Pandemic*

Thriving in the face of disruption and the pandemic commences with leadership. Leaders are expected to continually assess, act, and evolve during and upon the aftermath of the pandemic.

Diemeier (2020) emphasised that any leader can easily manoeuvre the demanding paths of crisis management by managing fear, managing a sense of duty, building trust, and community orientation. Long term business plans can be changed by formation of collective strength and capacity of the organisation by accelerating change, fast tracking innovative measures and driving performance. During this pandemic, many organisations were forced to allow employees to work remotely. Levenson and McLaughlin (2020) advised leaders on the quality and impact of their leadership skills by managing oneself, managing the work, and managing development, excelling in the communications and feedback challenges. Levenson and McLaughlin (2020) further postulated that the COVID-19 pandemic brought about tremendous challenges with any organisation while offering opportunities to compress leadership and dispense decision-making for significant agility and resilience.

Korn Ferry Consulting (2020) suggested eight steps for leaders to follow during this pandemic which include being purposeful; empathetic; calm, clear and confident; both action oriented and reflective; inspiring; resilient; aware of mindsets, and courageous. According to Fraser (2020), the critical role of communication assists leaders to face the unprecedented leadership challenges during the pandemic. Nastasi (2020) advocated three ways leaders can overcome the critical challenges during the COVID-19 pandemic: to generate a 'new normal' for subordinates and open the lines of communication in abundance; stepping up as a respectful and empathetic leader and defeating any personal mental barriers to change management strategies. Sorenson (2020) accentuated some habits that leaders need to adopt during these challenging times: self-care, reliance upon the team, planning and preparation, thoughtful communication, personal ideas, gain knowledge of others, use partners or peers or external experts, study the facts and be transparent, reward the team, and look forward not back. Overby (2020) throws emotional intelligence into the mix of crisis leadership by mentioning acknowledgement of change fatigue, monitoring emotional vital signs, asking questions, and really listening to the responses, allowing control to employees, resisting the rush, recruiting heroes, setting boundaries and knowing when to step away.

Crous (2020) emphasised that leadership during the COVID-19 pandemic calls for leaders to navigate concurrently in, through and beyond the crisis, by accurately profiling the territory, dynamics and engagement mode. Viljoen (2021:7) perfectly summed up the Beige Niche as reverting to our daily pressing issues of what needs to be done to survive, especially during our

catastrophic moments such as this COVID-19 pandemic. Worldwide, the pandemic has pushed every individual towards the Beige Niche instincts (Viljoen, 2015, 2021) of survival, through obtaining water, food, shelter and touch. In South Africa, the COVID-19 pandemic brought about social distancing that left the human race craving the touch of other human beings at a point when it was most crucial and critical for individuals to stay apart to avoid the spread of the pandemic in greater proportions. Beige Niche becomes more evident on a daily basis throughout the world, especially the necessity for gentleness and kindness (Viljoen, 2021); when a patient is very ill, the Beige Niche appears (Laubscher, 2013).

5.10 Behaviour

Caponecchia (2012:1) stated that work always requires humans who are complex beings together with their behaviour, and their health a result of interaction within and between their internal biological, psychological, and social systems in their physical and social environment. Caponecchia (2012) further postulated that behaviour can be controlled by its consequences. Davis *et al.* (2015) defined behaviour as anything that one does in response to external or internal events. Agboola *et al.* (2019) stated that efficiency and performance within an organisation is determined by an employee's behaviour. According to Patankar (2014), the organised pattern of behaviour coupled with attitude, develops one's distinct personality. However, Jackson and Allemand (2014) argued that personality traits affect one's behaviour and job conscientious changes impacts on behaviour. Alshahrani (2019) expressed the importance of determining the needs and wants of employees which affect the performance within the organisation because of any change or influence that affect the employees' emotions and behaviour. Ben-Hur (2018) mentioned the Pygmalion effect in Value-Driven Behaviour; managements' higher expectations increase motivation and performance of employees and achieves and enables sustainable employee behaviour. The Pygmalion Effect refers to the expectancy of employees' performances becoming self-fulfilling prophecies.

Dos Santos, Gangabada, and Jonsson (2020) expressed the view that communication is one of the keys to employees' productivity and behaviour. Leary (2012) suggested that the processes inside one's brain, together with evolutionary history, contribute to human behaviour. Davis, et.al. (2015) mentioned that behaviour is sequential depending on the level of specificity. Vainikka (2015)

advised that there are processes that provide purpose and direction which lead to certain behaviour. Groen *et al.* (2018) found that although behaviour controls within the organisation reduce flexibility, there is a positive relationship between employee motivation and in-role behaviours. Luoma (2015) emphasised that organisational performance is dependent on employee behaviour and job performance. Faupel and Süß's (2018) findings reflect valence, work engagement and perceptions of attractive change ramifications subsequently elicit employee behaviour in support of change within any organisation.

Min *et al.* (2020) found that positivity between sustainable employee behaviour and management behaviour must be accompanied by conflict management strategies. Metwally *et al.* (2019) emphasised that ethical leaders have the ability to shape employees' attitudes and behaviour in a way that drives success. Sanchez (2019) research found that development empowerment and supportive behaviours enabled employees to thrive within the organisation. Simbine and Tukamushaba (2020) established a direct effect of employee behaviour on competitiveness which is based on tangible measures such as salaries. Tagliabue, Sigurjonsdottir and Sandaker (2020) mentioned that positive organisational citizen (employee) behaviour is often represented by employee job satisfaction and commitment. Şimşek and Gürler (2019) stated that probable consequences related to voice behaviour necessitate attention from managers to grasp correct measures to ensure employee engagement.

5.11 Value-Driven Behaviour

McKenna (2020) described Value-Driven Behaviour as the essence of valuable understanding of insights and knowledge that is observable (talking and walking) and unobservable (thinking and feelings) human behaviours. Caza *et al.* (2010) described value-driven capital as a non-tangible factor in economics that provides a competitive advantage to any organisation. Luthans *et al.* (2013) found in recent empirical studies that employees' performance, attitude and behaviour are linked to their emotional well-being. Demirtas and Suklun (2019) reiterated the importance of value-driven factors that influence employees' behaviour and that value-driven moods affect their job performances. Caza et.al. (2010) further postulated that one of the important resources for the success of an organisation is employees' high level of value-driven capital, which enables them to pursue goals more effectively.

Ngwenya and Pelser (2020) reiterated that employee performance, employee engagement and employee job satisfaction are significantly and positively influenced by value-driven capital. Martin (2015) emphasised the importance of understanding positive value-driven capital to ensure best workplace performance. Fang *et al.* (2019) expressed the view that employees' value-driven capital and related innovative behaviours are positively influenced by inclusion leadership. According to Caughlin (2015), value-driven work demands, or changes and job satisfaction, play an important role in attitudinal and behavioural changes of an employee. Pillay, Buitendach and Kanengoni (2014) emphasised that there is growing evidence that PsyCap is significantly related to an employee's behaviour, attitude, and performance. Pillay et.al. (2014) proved that the positive value-driven state of employees produces positive change outcomes within an organisation.

Bauger (2011) emphasised that neuroticism is a trait of anxiety that affects the Value-Driven Behaviour of an individual. According to Grobler and Joubert (2018), hope, self-efficacy, optimism, and resilience best meet the criteria for behaviour within the organisation. Mosquera, Werbel and Henriques (2015) postulated that positive individual attitude and behaviours relate to employees with a high level of self-esteem. George (2015) believed that the organisation's realisation that positive organisational behaviour and positive Value-Driven Behaviour assists in preventing employees from resigning from the organisation, is evident. Luoma (2015) theorised that, employees work towards the organisation's common successes by investing themselves fully through voluntary behaviour. George's (2015) findings of the relations of value-driven ownership, work engagement and happiness, are positive.

According to Kvitne (2017), the action of an employer dictates the positive value-driven engagement in organisational behaviour. Many organisations adopt a motive of 'you see it, you own it'. Luoma (2015) theorised that adoption by explaining to an employee possesses value-driven ownership, portraying a phenomenon to develop feelings for a work target or task, and thus enabling a sincere determination to work towards that goal. Previous research by Olckers (2013) indicated that employees who possess value-driven ownership, concentrate on specific areas of weakness to assist to build the organisation, taking it to the next level. The continuation of the contract between employer and employee is based on the employees' expected inducements. Lu

(2012:10) stated that family lives may be impacted positively by value-driven or emotional resources that may be increased by helping behaviour. Lu (2012) believed that Value-Driven Behaviour, often termed 'helping behaviour' within an organisation, reflects a positive flow of change.

Khan, Malik, and Saleem (2020) concluded that value-driven empowerment has both a direct and an indirect positive impact on employee behaviours. Kour, El-Den and Sriratanaviriyakul (2019) found that the implementation of positive individual traits together with positive value-driven concepts, related to personal strength, well-being and optimism which immensely increases positive behaviour, heightening productivity. Kundi *et al.* (2021) indicated that while perceived job insecurity serves as a buffer for value-driven well-being, effective commitment links Value-Driven Behaviours or well-being and job performances. Li and Chen (2018) noted the importance of organisations becoming more attentive to employees' value-driven contract breaches which may lead to negative attitudes and counterproductive work behaviour. Naidoo, Abarantyne and Rugimbana (2019) emphasised the need to maintain the positive value-driven contract of employees, in which transactional and relational elements are essential. Ntoumanis *et al.* (2020) concluded that behaviours linked to value-driven health are affected by motivation and perceptions of need support.

5.12 Resistance to Change

Receptivity for change is innovative tools to assist organisations to identify various factors that either enable or inhibit its ability to change. Receptivity is an interpretive and attitudinal state that enables a person's ability/willingness to accept change. Change can be effortlessly or one can resist change, however, the resistance to change is the greatest delay for any organisation. The key ingredient to the derailment of a positive change is resistance to change, often responsible for the failure of sustainable future progress. Management of the resistance to change is the greatest challenge, in the working world. Often change is a slow process that involves process planning and establishing flexible measures to embrace the new changes in order to minimize resistance from employees. Heathfield (2021) defined resistance to change as an opposing act or unwillingness to adapt to altered circumstances or status quo. Damawan and Azizah (2020) stated that the negative reaction of employees to change initiatives demonstrates resistance and inhibits change within the

organisation. Amjad and Rehman (2018) emphasised that it is critical for managers to pinpoint whether job insecurity, fear of the unknown, lack of change knowledge or lack of freedom are any of the reasons for employee resistance to any change initiatives. Amjad and Rehman (2018) further postulated that management plays a vital role to ensure proper communication processes are in place and to consider employees' different personality traits to subdue resistance to change.

Diedericks, Cilliers and Bezuidenhout (2019) mentioned that the main barrier to organisational change is employee resistance, which is usually accompanied by employees' emotional components such as frustration, nervousness and heightened stress levels that affect behaviours. Fadzil, Mohamad, and Hassan (2017) found that individual's unique defence methods act as an obstacle that prevents them to adapt to change initiatives. Furxhi (2021) emphasised that immediate attention must be paid to resistance to change due to its connection to employees' negative attitudes and behaviours that lead to complete change failure. Grama and Todericiu (2016) affirmed that the insecurities that employees feel is the governing element of resistance to change. Ifenthaler, Hofhues, Egloffstein, and Helbig (2021) proclaimed that for any transformation within the organisation to be a success, the employees views, needs and resistance must be top priority as they are involved in the entire change initiative. Karaxha (2019) revealed that since resistance is based on employees' reactions, the importance of good communication, participation, support towards employees, negotiations and compulsion must be the first methods of contemplation.
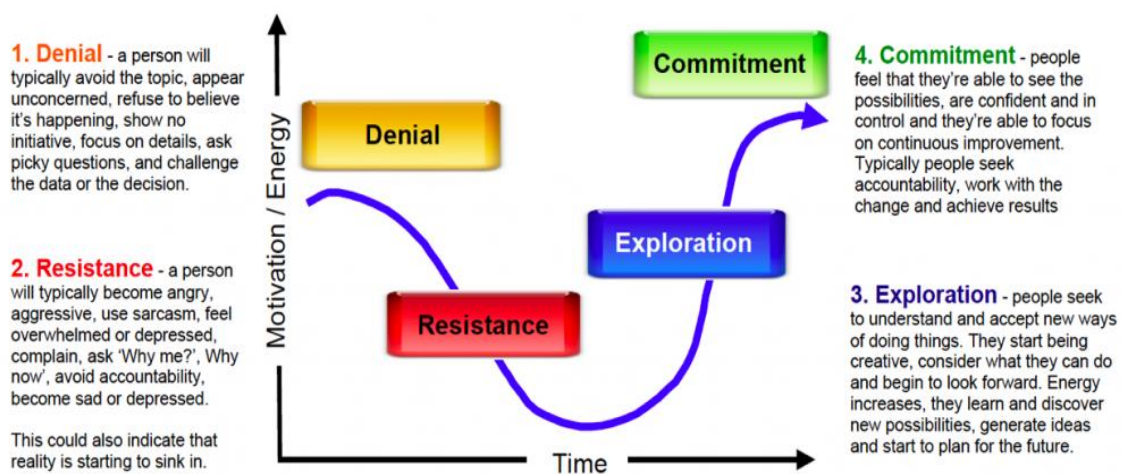

Figure 5.5: Resistance to Change Life Cycle. Adapted from Kübler-Ross (1969)

The Resistance to Change Life Cycle as displayed in Figure 5.5 reviewed the four major stages that an individual's experience during change. Figure 5.5 was adopted from Kübler-Ross (1969) five stages model and was further modified to accommodate employees' cycle during change processes. Toribio and Hernandez (2011:35-36) emphasised four stages, as seen in Figure 3.4, that occur in the resistance to change, are discussed next. Denial is the foremost stage of resistance. The process of Denial gives rise to negative attitudes of the change initiatives and can eventually stop the process of change. Belyh (2020) affirmed that although this stage is short-lived, it may cause a slight decrease in production; however, some employees may choose to dwell on the past. Employees will continue life just normal ignoring the change completely in hope that the change will just go away if it is ignored. Bhasin (2018) asserted that denial rears its head as soon as change is being implemented so it is important to have discussions with employees prior to change. Erskine (2018) stated that an employee folding arms and being non-communicational are signs of denial that will stop all possibilities of change processes in their tracks. Colombo (2021) recommended that management deals with the early communication processes regarding change to quell any fear dynamics and generate value-driven security with employees at this stage.

The second stage is Resistance, identified in Figure 5.5 of the resistance to change cycle, when the employee tends to disagree with everything related to the change, with employees venting their anger and frustrations towards the change initiatives itself, leaving managers with a necessity to be cautious and aware of silent employees that may have the intent of working against the change in the background. Bhasin (2018) viewed resistance as the most critical stage as it reflects a decline in the morale, competency, and productivity of employees. Erskine (2018) mentioned that loud and angry resentment is the forefront of the journey to prove that change will not be a success for employees. Colombo (2021) recommended that management listens and processes paradigms to subdue the doubt, gossip, and misunderstandings of employees. Thirdly, in Figure 5.5, Exploration ensues, although the presence of anger and frustrations are subdued, employees begin look forward to the opportunities and possibilities of these changes. Bhasin (2018) mentioned that once employees realise, they cannot stop the change process, they start to explore it for future prospects thus making them unfocused and distracted. Erskine (2018) indicated that the arguments for and against the change now move to destructive or constructive alternatives. Colombo (2021)

emphasised that it was best to stimulate and challenge employees at this stage to hold the concentration levels of the change initiatives.

Lastly, Commitment follows in Figure 5.5, whereby finally, employees accept that the change and start to adapt the best they can. Inspiration and teamwork enhance change. Bhasin (2018) asserted that at this stage employees have accepted the change and commit to strive towards achieving the organisation's goals, thus ensuring their contributions lead to successful change implementation. Shrestha (2020) mentioned that only at this stage do the employees' emotions stabilise. Erskine (2018) expressed the view that employees take easier to those within the organisation assisting them than an external consultant, thereby enabling a reinforcement of positivity. Colombo (2021) recommended that management at this stage should recognise and celebrate the achievements with employees while establishing the new forms of change and incorporating them into the new organisational culture. Lehtinen (2020) indicated that the importance of the change curve is understanding at what stage employees are during the change process, to assist management deal with employees' current emotional states.

Malhotra, Zietsma, Morris, and Smets (2021) stated that individuals may trigger virulent contradiction and threat which causes resistance when dealing with simple logic. There are many sources of resistance to change; self-interest or concern over personal loss, group resistance, misunderstandings, different assessments, low tolerance for change, lack of skills, organisational change cynicism, fear of failure and culture. It is human nature to have defence mechanisms and during times of change, it is expected for employees to protect themselves from anxiety. However, these defence mechanisms can prevent an employee from change due to the total withdrawal from the change itself, giving greater attention to the defence mechanism rather than the change. Nevertheless, it is without exception healthier to have the conflict than have too much negativity in respect of the change initiatives. Based on this, in addition to a positive note, it is worth noting that resistance to change, satisfies the organisation by obtaining attention to the problematic areas that require urgent addressing in respect of the change. For change processes to be successful and to promote innovation, the resistance to change also serves as a form of motivation, by recognising new ideas and suggestions and uplifting employees' morale by including them in the change process.

5.13 Gaslighting

Gaslighting was first revealed in a 1938 play by a British dramatist Patrick Hamilton which later evolved into a film by George Cukor in 1944. The characters in this drama relate a husband's attempts at psychologically manipulating his wife into thinking she is insane by dimming the lights of their house. Agabigum's (2016) personal experience with Gaslighting led to feelings of sadness, self-doubt, frustration, and insecurity. Gaslighting rears a double head of emotional abuse, destroying one's ability to make judgements, and value-driven abuse thus presents fallacious information, creating self-doubt of sanity, perception, and one's own memory. Ahern (2018) concluded that often employees that are whistle blowers on unethical or illegal behaviour become the target of Gaslighting and tend to reflect sadness, anxiety, doubts perceptions, questioning one's own mental state, hesitant on their competence and suffer pervasive loss of sense of worth. Gaslighters possess the ability to twist negative, destructive, and harmful words and take measures at portraying themselves as the victims instead. Arabi (2020:1) described Gaslighting as another reality erosion known in Value-Driven Behaviour as "illusory truth effect," whereby repetition of a lie eventually becomes the truth to the victim. Beerbohm and Davis (2018) viewed Gaslighting as a process that is diachronic in a morally and psychologically complex proposal that manipulates an individual who is influenced by another, and that aims to destroy the independence of the victim.

Sarkis (2017) found that anybody is susceptible to Gaslighting through techniques of narcissists, abusers, cult leaders, colleagues, dictators or even loved ones. Gaslighting is the most harmful and worst form of emotional abuse that takes aim at an individual's self-confidence, gradually reducing them to a questionable state of determining whether their thoughts and experiences are real or mere fantasy. The perpetrator gains control over the individual by confusing, disorienting and planting a seed of uncertainty in the victim. According to Martin (2020), initially Gaslighting referred to only manipulation of the physical environment; however, recently, the term includes the manipulation of perceptions of others personally, socially, or politically, with deliberate targets and the spread of false information. Gleeson (2018:3) referred to Gaslighting as a "new term for a relatively old set of behaviours," with the primary tenet being Value-Driven Behavioural manipulation utilising methods of power and control to unnerve and demoralise others. Petric (2018) accentuated that Gaslighting at the workplace depicts behaviour of excluding the victim with deliberation, while the victim endures being the subject of gossip, or is tenaciously ridiculed

or discredited. Hartwell-Walker (2018) declared that Gaslighting works only when the victim is not aware of what is going on, and further emphasised that Gaslighters are very insecure human beings who resort to Gaslighting behaviour because it is the only way they know how to manage their worlds.

Rathi (2017) emphasised that the existence of Gaslighting is evident at micro-level conditions, including an abusive boss-employee relationship, a vicious parent-child relationship, or an abusive romantic relationship. Ni (2017) portrayed a pathological Gaslighter as one who is unconcerned about the affects linked to machinations on their victims during their reign. Rietdijk (2018) asserted that the most common motive for Gaslighting by Gaslighters is their inability to cope with disagreement or challenges and that they tend to resolve this by manipulating the opposition by utilising a wide variety of deceitful tactics. Roberts and Andrews' (2013) findings on Gaslighting specifically against non-white individuals in the workplace, have been a culturally reified issue to this day. Sarkis (2017) detailed Gaslighters as those that have adopted the behaviour from others or have a mental disorder, often desiring to be the hero in every situation; therefore, they must create a distinct enemy. Spear (2019) depicted Gaslighters as individuals who offer tacit claim of epistemic superiority over their victims. Spear's (2018) research linked confabulation to Gaslighting, as the Gaslighters explanation to oneself of the mistreatment and ill grounded behaviour of typical condescending cruelty towards the victim, lies in the fact that the victim deserves it or is, in their eyes deeply wrong or mistaken. According to Stark (2019), collective Gaslighting is inherent in Value-Driven Behavioural oppression, thus directing the victim who accuses Gaslighters of bad behaviour or questionable moral status, to be undermined; the victim's confidence is thus diminished. Morris (2017) claimed that Gaslighters may have a Value-Driven disorder called narcissistic personality disorder due to the nature of narcissist, craving attention and demanding praise. Sweet (2019) described Gaslighting as an interpersonal, value-driven dynamic that occurs in various types of relationships, namely culturally gendered.

All of the above literature led the researcher back to the bio, psycho, socio model of Spiral Dynamics Integral as the very nature of this model deals with value systems or Human Niches of adults adjust to changing life conditions.

5.14   Human Niches

5.14.1   Introduction to Spiral Dynamics Integral

Laubscher (2013) assisted Beck's explanation of Spiral Dynamics Integral by the corollary coping models and the understanding of life cycles by way of the Human Niches, that describes how people question their existence and the results thereof. Laubscher (2013) postulated that Spiral Dynamics Integral is a living theory that is based on change of attitude. The introduction of Value Systems is the understanding of human dynamics by solving a given difficulty with the most appropriate response. Graves' (1974) emergent, cyclical, double-helix model of adult biopsychic systems was expressed by Laubscher (2013) in greater detail. Based on decades of research incepted in 1952, psychologist Graves developed a theory that was based on many decades of research in 1952, which asserted that the Value-Driven Behaviour or psyche of human beings metamorphosised throughout time based upon an ever-increasingly set of complex life conditions. Graves' (1974) development of the eight Levels/Niches of increasingly complex human value systems (or Memes) consisted of sets of world views, preferences, and purposes, while Graves did not operate with colours. However, through these value systems, groups and cultures structure their societies and individuals integrate within them, enabling distinct sets of values developed to be a response to solving the problems of the preceding system. This theory was further developed by prodigies Beck and Cowan, into a structured evolutionary model of adaptive intelligence called Spiral Dynamics Integral. The aim of this chapter is to explore this thoroughly to further understand the context of change within the organisation and how Human Niches and Spiral Dynamics Integral play a major role in this context.

Ede (2013) explained Spiral Dynamics Integral as people's coping mechanisms and the conceptualisation 'how' about things, rather than 'what' they think. Human beings tend to prefer what is known, ignoring reality and accepting the perceived situations; therefore, one must be calibrated in the milieu in which one currently lives. Ede (2013:1) further explained the key aspect of Spiral Dynamics Integral: it differentiates the content from the container to recognise the discrepancies between '*how people think about things,* and the *things people think about'.* As understood from Laubscher's (2013) explanation of the Gravesian values, the double helix model portrays the alphabets A to G (Helix1) as the Problems of Existence, while N to T (Helix II) reflects the coping mechanisms of the brain linked to the Problem of Existence. Helix 1 represents the

internal and external conditions of existence concluding internal to be the make-up of genetics, inherent attributes, and original intelligences, while the external conditions comprise communal and material factors effecting both the individual and group. These observable attitudes and behaviours are revealed through one's personality, values, and cultural traits. Laubscher (2013) further explained that the coping mechanisms contain feelings, ethics, perceptions, motivation, belief and learning systems, mental health, and normality concepts, biochemistry, and neurological activation, including opinions on politics and economic theories.

5.14.2 *Spiral Dynamics Integral and Human Niches*

Cultures within an organisation are initiated by the appearance of value systems in response to the way of life at a specified moment.

THE GRAVESIAN VALUES MAP

VALUE/BELIEF STRUCTURES (SCHEMA)			VALUE/BELIEF CONTENTS (THEMA)	
DETERMINE "HOW" WE VALUE			DETERMINE "WHAT" WE VALUE	
1	AN	REACTIVE, AUTOMATIC	BEIGE	
2	BO	TRIBALISTIC, ANIMISTIC	PURPLE	
3	CP	EGOCENTRIC, EXPLOITIVE	RED	
4	DQ	ABSOLUTISTIC, FAULTLESS	BLUE	
5	ER	MULTIPISTIC, AUTHORISED	ORANGE	
6	FS	PERSONALISTIC, RELATIVISTIC	GREEN	
7	GT	SYSTEMIC, EXISTENTIAL	YELLOW	
8	HQ	TRANSPERSONAL, GLOBAL	TURQUOISE	

Figure 5.6: The Gravesian Values Map as depicted by Laubscher (April 2017)

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Figure 5.6 reflects The Gravesian Values Map, adopted from Laubscher (2017) workshop, highlighting the Schema and Thema of the Spiral Dynamics Integral colours. The structures and contents of the values and beliefs presented in Figure 5.6 are further discussed next. Viljoen (2015:59) listed Beck (2012) and Laubscher's (2013) Human Niches nature to be chronological and not hierarchical; attitudinal not behavioural; thinking systems not personal value; presenting us with gifts to society as a whole and finally, heterogeneous in terms of personality and intelligence. Viljoen (2015) added the different thinking systems that vary from one to another, aptly describing the essence of human niches. The researcher was privileged to have an interview with Ruan Viljoen in September 2021 and some of the insights of Spiral Dynamics Integral were included below in citations Viljoen (2021).

5.14.2.1 *Beige – AN: 'Band' – The survival niche*

At the Beige Niche, people tend to form a protective, supportive band or biological units that will not destroy the natural flow of things. Beck and Cowan (1996) described Beige's primal concerns as satisfying basic biological needs including food, water, temperature, procreating and safety. This band of instinct/survival driven people interact with all forms of nature and the strong members surround and protect the weaker members with extraordinary skills and abilities, such as telepathically interacting with both humans and animals. The Beige Niche corresponds to heightened senses and their movements are determined by food, water, and weather; an example is 'the bushmen'. Laubscher (2013:10) stated that at the Beige Niche the primal instincts are foremost with a desire of survival, preservation instincts and accomplishing what needs to be done, in particular, the fight to obtain food and to reproduce. Beige was conceptualised by Viljoen (2015). Viljoen (2015) mentioned as examples of Beige dynamics the homeless community in South Africa or the large number of inhabitants in the slums of India.

McDonald (2010) proclaimed Beige to be the foothold on the Spiral Dynamics Integral, also sometimes offering the departure point as well. Beige is often recognised in an Alzheimer's or Schizophrenic patient. The extreme conditional and lack of central coherence of an Autistic person

also portrays a typical Beige Niche characteristic. Beck *et al.* (2018) emphasised Beige to be one of the warm colours representing an individual that Master's the environment, for instance cavemen or cavewomen; however, the international research on Beige dynamics continues by the Spiral Dynamics Integral community. Viljoen (2021) stated in an interview that at the High Beige Niche, twenty-six senses are heightened to the fullest, portraying an intense focus on a very small perspective. The researcher enthralled the seminal work of Viljoen and Laubscher (2021:3-28), cites in abundance as follows:
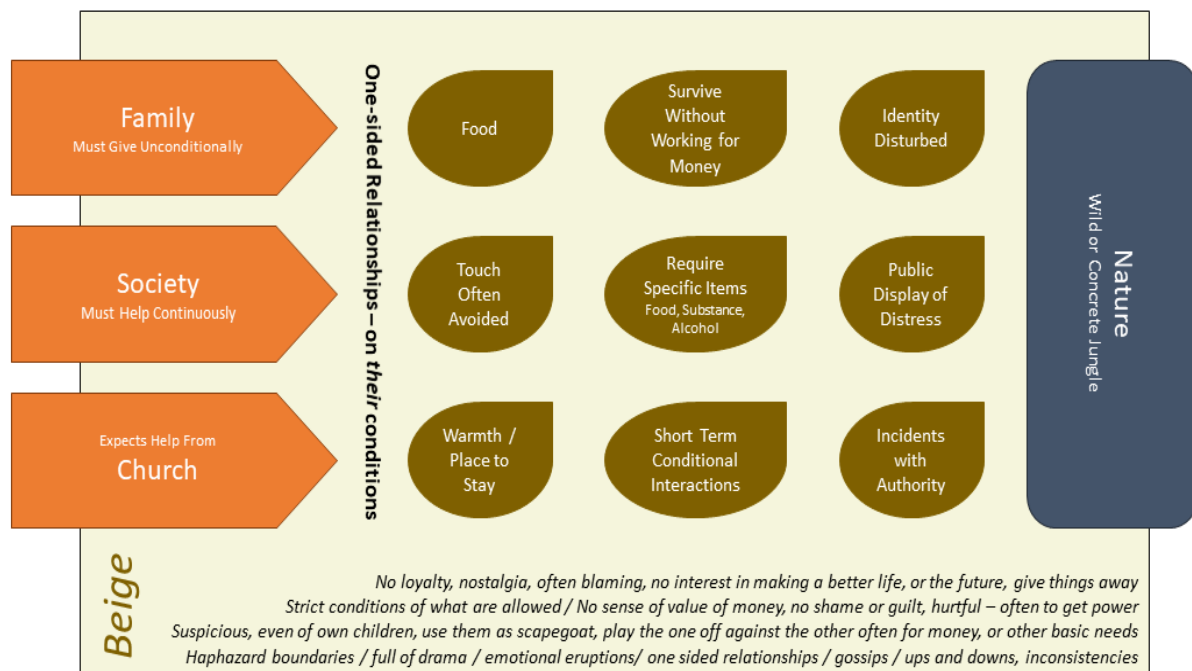

Figure 5.7 The Phenomenon of Beige: Viljoen and Laubscher (2021:21)

Figure 5.7, The Phenomenon of Beige: Viljoen and Laubscher (2021:21), is the conceptual framework of Beige Niche. Viljoen and Laubscher (2021:3-28) belief that the individuals with "the centre of gravity" in Beige, "navigate life as if it is a physical or metaphorical jungle". Figure 5.7 aptly portrays the foremost priorities to be food, health and security, Beige Niche living for the here and now without saving for the future. Viljoen and Laubscher (2021:22) stated, "To engage with a Beige worldview asks of others to suspend own thinking systems and rather than trying to solve Beige problems of existence with money (Orange), right and wrong arguments (Blue), anger or power (Red), or relational needs (Purple), interact with it with a short-term, immediate, and practical stance". The researcher, after reading this seminal work of Viljoen and Laubscher (2021)

is of the opinion, that currently in South Africa, due to COVID-19 pandemic, many individuals have regressed to the Beige Niches.

5.14.2.2 *Purple – BO: 'Tribe' – The tribal niche*
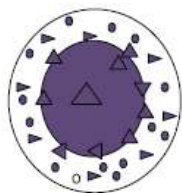
 Beck *et al.* (1996) described the Purple as the 'Clannish Meme' with characteristics that:

> "Obey desires of mystical spirit beings; show allegiance to elders, customs and clans; preserve sacred places, objects and rituals; bond together to endure and find safety; live in an enchanted magical village; and seek harmony with nature's power".

McDonald (2010) believed that purple is a logical extension of beige, with the recognition that a group is stronger than an isolated individual. Purple represents a tribe or group where the culture is rigidly preserved, with allegiance to the Elders or Chief of the tribe, all respecting hallowed objects and rules. Survival of the group or society is revered. As stated by Laubscher (2013:11), in tribal cultures there are also spiritual elements to the cultures of development while the routines and rituals develop, and the individual is willing to die for their leader. Purple has nothing to do with skin colour (Cash Build is a purple system); it needs to be managed weekly instead of monthly, presumed to be thriftier and often seen as one that 'drags its heels'. According to Viljoen and Laubscher (2014), purple is sixty percent of the international representation, reflecting Africa to hold sixty five percent.

The Purple Niche, conceptualised by Viljoen and Laubscher (2014), speaks by means of storytelling or metaphors, strengthening the bonds amongst their community, for example, all always following family traditions of cooking Christmas lunch for the entire family or ensuring that every generation carries the tradition of working in the Family Business. Viljoen (2021) in an interview, mentioned that the importance of the Purple Niche in South Africa is more collective than the Beige Niche, relating to the 'Ubuntu' thinking. Although the Purple Niche is renowned for gossip about others, they do not intend to hurt or harm anyone else, so they keep the gossip

amongst themselves. A good example of the Purple Niche was reflected in South Africa during the July 2021 looting and unrest. Fellow South Africans, within communities, queried and assisted others in obtaining basic needs such as bread, food, baby's formula and medication, since their shops remained empty or closed and the unrest caused these areas to be on lockdown. The Purple Niche protect each other. Viljoen (2021) cited a personal experience: arriving at the airport in Ghana, a huge poster was displayed stating 'Paedophiles are not welcome'. This was an emphasis on alerting visitors of the importance of their children; taking into consideration metaphorically at what age a Ghanian is, he/she is a child of Ghana and is protected.

Figure 5.8: A Comprehensive View on Inter-relatedness of African PURPLE. Source: Adapted from Laubscher (2013:229)

In Figure 5.8, A Comprehensive view on Inter-relatedness of the African Purple from Laubscher (2013:259) is a presentation of the combination of the aspects constituting African PURPLE.

Laubscher (2013:228) advises that the essence of African PURPLE should be taken into account on interacting with the Purple thinking system. Laubscher (2013:229), during her quest for the Nature of the African Purple, created this comprehensive Inter-relatedness view, which links Human, Physical and Scared/Spiritual Domains. Laubscher (2013:224-259) further breaks down these 3 domains individually:

a) Human Domain: Consisted of People relations (maintains harmony), Family Relations (critical to have family structures and roles), Rules of behaviour (unspoken rules of secrecy), and Ceremonial or Ritual behaviour (theatre and art via drumming to call upon spirits and communicate with others).

b) Physical Domain: Animals (acknowledge and celebrate the spirit of animals), Sky (watched for agricultural purposes) and Land (land is sacred and belongs to God).

c) Scared/Spiritual Domain: White/Black Magic (Sangomas, Karma and Traditional Healers), Ancestors (blessings of ancestors sought by offering beer, food and prayer), Stories (Share old wisdom and spiritual knowledge), and Time Orientation (past and present experienced simultaneously).

Laubscher (2013:229) stated:

"The Niche of PURPLE is sacred, collective humanness. Story-telling is the order of the day. Metaphors are used to explain the phenomena of life. True insight of old ways is maintained."

Viljoen (2018:3) mentioned that 65% of South African population is Purple. Purple Niche individuals have much respect for elders; for example, they will greet and show respect to a cleaner because he/she is older than they are and tend to protect their own; if someone in their group ate the manager's lunch from the communal fridge, when the manager asks who took the lunch, none of them will tell on the other even though they are aware of who helped themselves to that lunch. Beck *et al.* (2018) adduced that Native Americans, African Zulus, Irish Clans and Australian Aborigines are amplificated examples for the Purple ꞌMeme.

### 5.14.2.3 *Red – CP: 'Empire' – The egocentric niche*

Inevitably, Purple will transform into Red because of the impossibility of two equal groups sharing one territory in harmony. The Red Niche portrays self-power or is power orientated (a boss that makes all the decisions), and communication released downwards, demands respect, and dominates others. Beck *et al.* (1996) equated Red with authoritative figures like Thor, Zeus and Wotan, showing egos that are thwarted with vengefulness, arrogance, and quick tempers. An example is that of a pirate who has the best food and ladies while the rest are left with what the pirate does not want. Beck *et al.* (2018) mentioned more recent Red leaders as Alexander the Great, Attila the Hun, Napoleon, and Julius Caesar. According to Laubscher (2013), at this Level/Niche one is strong, tough, and guiltless, with high energy that adopts a can-do attitude that seeks instant gratification. Laubscher (2017) further stated that one cannot manage a mine without Red due to the danger in the job itself.

Laubscher (2013), during her research, mentioned South Africa having the highest rate of HIV infections because of the impulsivity of the Red Niche, wanting what they want and wanting it immediately. Reds are often the risk takers or thrill seekers, for example, fire-fighters, politicians, helicopter pilots and entertainers. Wilber (2014) described Red as the feudal lords that protect the underlings against threats and predators in exchange for labour and obedience. In South Africa, we have the Blue in the army and the Red in the police force and it is believed that this is the other way around, given what South Africa needs. Viljoen's (2021) interview content included the fact that the Red Niche considered 'Visible Risk and Instant Gratification' as extremely important in their lives. Red Niche individuals enjoy being attention seekers that are impulsive risk takers who boast of their own power and want recognition. More examples of a Red Niche individual is a taxi driver (who breaks all the rules of the road), bungee jumpers (the thrill of the high freefall), Telkom line installers (can be electrocuted), prostitutes (high risk of contracting HIV Aids), high rise window cleaners (could plummet from that height), VHF nurses (the current COVID situation risking infection), and miners (the shaft could collapse on them).

### 5.14.2.4 *Blue – DQ: 'Passive Hierarchy' – The authoritarian niche*
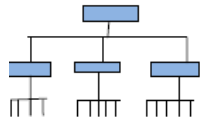
Laubscher (2013:13) explained Blue as patriotic individuals who obey authority and work very hard, sacrificing themselves for their organisation, job or even their cause. Beck *et al.* (1996) indicated that the pyramid form of Blue has absolutistic thinking with an authoritarian process. Although at this niche one will seek life's true meaning, the urge to bring order and stability is portrayed foremost. Blue emulates authority by the individual that holds the appropriate status and authority for deciding, communicating both vertically and horizontally and utilising rigid rules for structure and rank. In opposition to the Red Niche, Blue accepts guilt and shows remorse. McDonald (2010) described Blue in a spiritual context as one that attends church, identifying a sense of belonging or living within a structure, thus honouring 'The Divine' or the ancestry. Beck *et al.* (2018) mentioned that Christianity, Islam and Judaism emerged during the Blue period. According to Wilber (2014), Blue is often religious or mythic and can also be secular or atheistic order. Beck *et al.* (2018) posited that Blue maintains a code of conduct built on eternal and absolute principles for the community which brings stability with guaranteed future rewards. Viljoen (2015) mentioned the sadness upon the suppression of spirit and soul when the efficiencies of Blue transpire.

During a meeting with Viljoen (2021) on Spiral Dynamics Integral, Viljoen (2021) mentioned that the bottom line of Blue Niche individual is 'Absolute truth and Sacrificing now for the cause or the future'. The researcher is reminded of Laubscher's (2017) workshop where she mentioned that Blue Niche individuals are concerned about hygiene and would emulate behaviour such as 'close the curtains quick, what will the neighbours say'. Blue Niche individuals must comply and have a guilt driven thinking with tendencies of being rigid, with only one correct way and it must be followed. High or Positive Blue Niche reflects integrity, efficiency, decency, and consistency, while the Low or Negative Blue Niche reflects rudeness, a 'just do it' mentality, and blind obedience. Examples of Blue Niche include chess as a sport, church buildings, policies and regulations, budgets, quality, insurances, and education.

Viljoen (2018:5) stated that evident tribal attributes in PURPLE and the gang in RED become the BLUE corporate, dressing and speaking the corporate language, rule following, and a professional manoeuvring role. Viljoen (2018:5) further postulated that Blue is best described as decent, reliable well-structured and consistent, with 10% of South Africa's population being Blue and enforcing Blue leadership. Organisations need the Blue Niche individuals because they create the rules and apply the rules.

5.14.2.5 *Orange – ER: 'Active Hierarchy' – The entrepreneur niche*
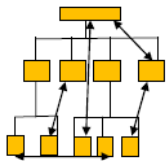
 Orange evolves out of Blue, enabling scientific discovery and rational thinking. Beck *et al.* (1996) stressed that in an Orange world, the search for inner peace thrives while engaging in sleazy under-the table deals, blackmail, and bribery, to win. Wilber (2014) claimed that during this phase, the herd mentality of blue is left behind enabling the individual to seek meaning in hypothetico-deductive, objective, mechanistic, experimental, and operational senses. The Orange Niche depicts one that controls one's own destiny, takes advantage of opportunity and often competes to win. According to Laubscher (2013), Orange Niche individuals think first of oneself, control one's own life, are the corporate sharks that act for their own material gain, are goal driven and progress to the next niche when they question the cost of attaining material goals for self-gain. Viljoen (2015) conveyed that the emergence of the I-system materialises by seeking opportunities to gain materialistic rewards that contribute to the Orange status.

Beck *et al.* (2018) asserted that the Orange Niche gratified the rise of industrialisation, democracy, free markets, and empirical scientific research. Viljoen (2021) elaborated in the interview on an Orange Niche individual having a bottom line of 'Calculated Risk Taking and Innovation'. An Orange Niche individual has intentions of being a success, making as much money as possible, and enjoying the finer things in life that are based on prestige. Orange Niche individuals seeks answers to questions like: How can I be successful? How can I achieve? How can I make money? And how can I make this business profitable? and they have the abilities to generate profit for the company only as long as there is a benefit or something in it for them. The Orange Niche individual is motivated by competition, image, and status.

5.14.2.6 Green – FS: 'Social Network' – The humanistic niche
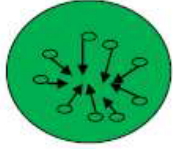
Beck and Cowan (1996) assured that the egalitarian structures of Green include consensual processes that assemble common interests and sensitivities with responsibilities and care for others. McDonald (2010) stated that Green propels the materialistic dash of Orange out by a phase that has more feeling and consideration with the need for human connection. Green niche individuals tend to seek freedom from war, poverty, hunger, and sickness by appealing to the universe of humankind with a sensitivity of human needs at the forefront. Wilber (2014) described Green as 'the sensitive self'. Within organisations, the Green's communication process is in all directions and the decision-making involves the group. Laubscher (2013) explained, at Green, due to the concerns of everyone, the cause may be unsuccessful. Viljoen (2015) explained that the philanthropic thinking system of Green wants to give back by means of the organising of mutual benefit, thus characterising equality. Beck *et al.* (2018) adduced that Green brings to the forefront the caring dimensions of the community and the environment generating environmental movements and civil rights.

The proceedings of the interview with Viljoen (2021) included the explanation of the Green Niche individual as comprising of empathy; people who really care about others and desire to attend to other's needs. Green Niche individuals do not work for money or personal gain, they place their efforts for a cause with no airs of hierarchical positions. Green Niche individuals do not have 'I' in their vocabulary, creating a sense of logical perspective, equality and inclusion, allowing for a beautiful consultative process. The Green Niche individual's low or negative characteristic is that they perceive that everyone is thinking the same way, and Laubscher (2013) called them the 'Agh Shames,' meaning they state their empathy for something specific but do nothing to change that situation. The positive or high characteristic of Green Niche individuals is that they may be a millionaire who donates their money to a worthwhile cause or charity organisation. Viljoen (2021) mentioned that the Green Niche is collective, therefore 'us' concerns family, which is evident in Purple Niche, sacrificing now for the future which reflects the Blue Niche, or is concerned with humanity, humaneness, and equality.

5.14.2.7 *Yellow – GT: 'Functional Flow' – The systemic, integrative, or flex-flow niche.*
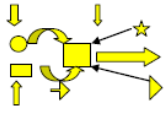
According to Laubscher (2013) Yellow accepts the inevitability of nature's flow. Beck *et al.* (1996) found Yellow's structure and processes to be knowledge-based, flexible, and integrative, enabling the individual to enjoy what fits who they are naturally. Graves (1974) describes Yellow Niche as a 2nd Tier thinking that is a 'Quantum Leap in one's awareness of reality' or is to be seen as an awakening of Systems Thinking and Holism. According to Blom (2015), since Yellow is able to design policies that reflect Human Niches values, Yellow also has the ability to assist with large-scale changes. Krieger (2017) found Yellow to be integrative in different niches of natural hierarchy in life. Wilber (2014) asserted that knowledge and competency should supersede power, status, or group sensitivity when the Yellow status is achieved. Viljoen (2015) maintained that Yellow is all-inclusive of every thinking system, while simultaneously being aware of its own viewpoints.

Beck *et al.* (2018) asserted that Yellow has the ability to understand that the inevitability of change and chaos are natural flows that must be addressed appropriately while being true to oneself through it all. Viljoen (2021) asserted that a Yellow Niche individual can adapt to all other Systems Thinking and has the ability to speak to each person in those different Systems Thinking. Yellow Niche individuals portray versatility, having the ability to move with ease between the different value systems. Yellow Niche individuals seek to connect all the dots, find out-of-the-box solutions, are extremely creative and have the gift of seeing the complexity of life. Yellow Niche individuals are not concerned about others opinion of them, they simply find them interesting. Viljoen and Laubscher (2021:22), in their seminal work, *Being Beige*, links Yellow Niche to Beige Niche in the sense that they are both unseen and misunderstood and stated, "If we claim to be Yellow, we need to be able to be Beige too".

5.14.2.8 *Turquoise – HQ: 'Transpersonal, Global'* .

Beck *et al.* (1996) asserted that the flowing and ecological processes of Turquoise exudes holistic thinking and global structures, allowing for oneself to be sacrificed for all life to endure. Laubscher (2013) viewed Turquoise as Purple to the square. Krieger (2017) believed Turquoise to be a grand unification in both theory and actuality or a universally holistic system of integrative energies that unites feeling with knowledge, at multiple Niches, interwoven into one conscious system. According to Krieger (2017), Turquoise thinking sees multiple Niches of interaction, thereby using the entire Spiral Dynamics Integral. Viljoen (2015) described Turquoise as emanating a deep sense of empathy and intuition. Beck *et al.* (2018) found the Turquoise thinking systems to be ecological alignment in which the individual, from a holistic perspective, portrays distinctive and intuitive thinking with actions that best serve to sustain all life. Below, in Table 5.1., are the Coping Memes adopted from Laubscher (2017), a Workshop attended by the researcher. The First Column reflects the colour of each Meme, with Column 2 and 3 reflecting the positive and negative coping Memes, respectively. Placing Table 5.1 proper perspective, we view it as follows:

 N - **BEIGE:** instinctive: as natural instincts and reflexes direct; automatic existence.

O - **PURPLE:** animistic: according to tradition and ritual ways of group; tribal; animistic.

P - **RED:** egocentric: asserting self for dominance, conquest, and power; exploitive; egocentric.

Q - **BLUE:** absolutistic: obediently, as higher authority and rules direct; conforming; guilt.

E - **ORANGE:** multiplistic: pragmatic to achieve results and get ahead; test options.

S - **GREEN:** relativistic: responds to human needs; affiliative; situational; consensual; relativistic.

T - **YELLOW:** systemic: functional; integrative; interdependent; existential; flexible; questioning; accepting; contextual.

U - **TURQUOISE:** holistic: compassionate; collective consciousnesses; collaborative energy; interconnected; experiential.

Table 5.1: Coping ᵛMemes – Graves (1974) Adopted from Laubscher (2017) Workshop

Coping ᵛMemes		
	Positive	Negative
N Beige	Ability to interact with all forms of nature for survival, heightened senses such as smell, instinctiveness of the presence of spirits, animals, and other human beings.	Relies on automatic and instinctive existence senses.
O Purple	Request for protection is conveyed to Ancestors or Heavenly authority by a designated ceremony. Tribal / Family commitments are irrevocable.	Becomes disorientated, and non-functional under stress. (Often in areas of expertise.)
P Red	Ability to face physical danger and has physical endurance (make good firefighters)	Exploitive and concerned with shame. Feels no Guilt. Is impulsive and wants instant gratification.
Q Blue	Absolutistic, sees only one right way, shows obedience to higher authorities' rules, accepts guilt. Searches for truth and meaning to fulfil own purpose.	Blind obedience to perceived authority. ('Yours is not to reason why but to do or die.') Follows perceived rules as God given and his purpose to conform to higher authority.
R Orange	Acts pragmatically and calculates to get desired results. Strategic thinking. Multiplicity thinking.	Lack of sentimentality. Calculates to win and manoeuvre the rules.
S Green	To a degree, to feel empathy with all people and desire to respond to human needs. Requires all result to be consensual. Expects people to be context aware.	Prone to perceive all others think in the same way as they do.
T Yellow	Express self for what self-desires, but not at the expense of others. Shows concern for freedom and autonomy of the individual.	Some will identify themselves as T when truth in they operate as R.

Table 5.1., together with Figure 5.6. earlier in this chapter, enlighten the reader on Spiral Dynamics Integral as a whole. To simplify the understanding, the positive and negative coping ᵛMemes were

tabulated in Table 5.1. The reader is reminded of the greater explanation of the alphabets linked to the colours prior to Table 5.1. beneath the paragraph on Turquoise.

The researcher came across Coral Niche during this study. The Researcher did not find much information on the Coral as part of the Spiral Dynamics Integral. Cooley, (2018) stated, "Coral, will likely come, when Artificial Intelligence and Quantum computing are somehow merged." The researcher, during consultations in 2017 with Dr Lorraine Laubscher and Ruan Viljoen in 2021, was informed that Coral Niche was not there as yet because it is not changing life conditions that ask of that thinking system. However, Rice (2022) mentioned the war in the Ukraine and his pondering moments whether Coral thinking was evident for the first time. While one stream of individuals wants us to become enlightened of the Coral Meme by mentioning that these are the lower streams of consciousness and the other conscious movement say let's all be better, this is extremely fundamental, if not then extremely backwards. According to the researcher's conversations with Laubscher and Viljoen regarding changing life conditions, the researcher is now led to pose this question, "Was COVID-19 pandemic the changing life condition that will lead to the momentous leap in consciousness that Graves introduced in his 1974 article?"

5.14.3 *Spiral Dynamics Integral and Corona Virus (COVID-19)*

During this pandemic, 'the world has been turned upside down so to speak' but with a great appreciation of planet earth itself. This pandemic has caused the massive Gravesian movement from 'I' to 'We'. Communities have been drawn together with the young assisting the elderly with shopping, so that the elderly are not at risk leaving the sanctuary of their homes. This reflects the Green communal mindset, whilst it could be viewed as Blue performing duties out of obligation. Simultaneously, blame is being advocated at every Niche of the Spiral Dynamics Integral tiers. James (2020) sums the blame up in perfect connotation as follows:

Red wants to blame Bill Gates, China, or the CIA for creating the virus.

Blue wants to see the virus as God's judgement on the nations.

Orange wants to calculate the QALYs and variolate the young.

Green wants to save all lives through lockdown plus basic income.

Yellow wants Red speed, Blue trust, Orange innovation and Green values.

Freeman (2020) asserted that Orange is being dragged into Green whilst Green is being dragged into Yellow, reminiscing the aspirations of Turquoise often recognisable in Green. Maybe it is then that Turquoise would be finally manifested through the pandemic? The unity of Green is clearly evident during these trying times, thus re-evaluating its awareness of Orange's sustainability values. Freeman (2020) further postulated that during the pandemic categories emerged, namely: separation and separateness; fear and anxiety, cleanliness and order; and overwhelmingness, fear of death and desire to control. People are turning to their holy books for encouragement and supernatural intervention. During this pandemic, the spiritual consciousness is brought to the forefront, which emanates the clear evidence of Turquoise. However, Laubscher in African Beingness – Insights from The Cradle of Mankind; Viljoen (2015) emphasised that Yellow Niche enters again into the survival system of Beige Niche. Just as in the wake of natural disasters such as Hurricanes or Tsunami's, the COVID-19 pandemic has brought mankind to the survival of being at every Level/Niche, Beige Niche. Currently the Beige Niche is offering coping mechanisms to the world during the COVID-19 pandemic.

The work of Graves (1974) and Beck (1966) with respect to the Spiral Dynamics Integral has left mankind searching for more, so let us review how people adjust to life's conditions. Laubscher (2013), in one of her quests of understanding Human Niches, speaks of how human beings will shift down in our lives, down the ranks of the Spiral Dynamics Integral. Upon listening to conversations in the present times, it always starts off with: [How are you? How is the family doing? Is everyone safe and healthy?], all conversations are down, with none of the conversations leading to financial investments, the welfare of mankind is top priority during this pandemic. The COVID-19 pandemic brought the world to its knees, to the survival of mankind, which in turn is the start or lowest ranks of the Spiral Dynamics Integral, Beige Niche. Humanity will not move in any direction if the life conditions that we face daily, now, are ignored, especially at this time of the COVID-19 pandemic. The world over has embraced Beige Niche without realising it, just by having only the will to survive this pandemic, we have shifted down the Spiral Dynamics Integral.

5.15 Gap Unfolded

In light of the Human Niches explanations in Section 5.14, Viljoen and Laubscher (2015), the researcher identified the gap in change within any organisation. Each individual has different personalities, reactions, and feelings towards all aspects in life. Researching and understanding the Human Niches opens one's eyes to the diversity of individuals and their psyche. Further investigations evidenced that diversity is easy to address, for example, a Purple employee will want to be lead through any process by the head or someone that they respect irrespective of whether they are wrong or right. That is the mentality of the Purple employee, so if a Red employee is at management level and has selfish agendas, the Purple will follow the instructions given by Red without questioning if this is for the good of the organisation. Another aspect is how executive management will address both these Niches in one room when the change initiative is being revealed to employees. Would it be best to address each Niche of employees on the Spiral Dynamics Integral on their own? Red may use the change initiative to gain more power and stamp down on employees to make it a success only for the Red Niche individual, and not the team or the organisation as a whole. That may jeopardise the change initiative's success.

Identifying and understanding the Niche that each employee is at before a change initiative and during the change processes plays a critical role in change management within the organisation. Organisations implement change without considering the human element and the researcher, after gaining the understanding of the Human Niches fills, this gap by linking Value-Driven Behaviour to the change initiatives. It has become blatantly clear to the researcher, that once the employee is understood and management addresses which category the employee fits into, the change process will be much smoother. Addressing each Niche separately is helpful, as management will be dealing with a very diverse group of employees that understand, see, and think of the change initiative differently to what it is meant to be.

The researcher is reminded of Adaptation theory, which also known as survival theory or survival of the fittest, that is an organism's or person's ability to adapt to changes in the environment and adjust accordingly over time. Sarta, Durand and Vergne (2021) expressed the importance of organisational adaptation as being equivocal. Adaptation is viewed as an intentional decision that is undertaken by management or executives of the organisation which then leads to recognisable

actions, with the focus of reducing the distance between its economic and institutional environments. Adaptation ranges in various types namely: Structural Adaptation, Behavioural Adaptation, Physiological Adaptation and Co-Adaptation. As human beings, we are capable of adapting to any environment around us to live accordingly. Spiral Dynamics Integral works with adaptive intelligence and adaptation to change with the main premise that humans adjust to new thinking systems. Will new thinking systems emerge? Adaptations play a very integral part here because external change lead from a revolutionary perspective, forcing humans to adapt, for example, the COVID-19 pandemic pushed the human race to make sense of the situation, thus allowing the move either Higher on the Spiral Dynamics Integral or Lower on the Spiral Dynamics Integral, changing the dynamics of the thinking systems individuals engage in. The researcher's thoughts stray to the Beige Niche during this COVID-19 pandemic, as human nature adapts and moves down the Spiral Dynamics Integral during these challenging times.

5.16 Conclusion

The Theoretical Grounding of the study shown in this Chapter is based on Change Models, Value-Driven Behaviours, Leadership, Resistance to Change, Perceptions and Communication of the changes. Stouten, Rousseau and De Cremer (2018) discovered that the majority of research was conducted based on the organisation itself and not on the recipients of the change within the organisation. Subsequently, organisations and researchers are increasingly becoming aware of the need for more research on the individual Level/Niche, and to what degree perceptions and attitudes affect organisations. In this manufacturing industrial organisation, changes are required to keep abreast of supply and demand in order to satisfy each stakeholder, supplier and customers and remain the world's best. In all organisations, PsyCap plays a very important role. The researcher was to link Change and Value-Driven Behaviour together by utilising Spiral Dynamics Integral and Human Niches. In Chapter 6, the findings of the research are addressed.

CHAPTER 6:

FINDINGS

6.1 Introduction

This chapter provides the detailed findings of the research linked to the Value-Driven Behaviours related to change at Krost Shelving (Pty) Ltd. The researcher reviewed and listened to the individual, recorded interviews and transcribed the findings personally. The bar charts, percentages and analysis presented are results of the descriptive statistics mentioned in Section 2.6 of Chapter 2. The bar charts, percentages and analysis are expressed in Figure 6.1: Change Awareness; Figure 6.2: Communication of the Change Process; Figure 6.3: The Importance of Communication; Figure 6.4: Detrimental Factors of Change; and Figure 6.5: Critical Factors for Successful Change. Figure 6.6: General Change Attributes exhibits responses of participants in accordance of a ranking or rating from 1 to 10. Table 6.1: Response to Management of Change expressed the responses from participants in respect of how change is managed.

The research has brought to light many different issues that were not initially considered by management or the owner of the organisation. All the information from employees converted the complex concepts into manageable, achievable objectives. The in-depth individual interviews were carried out with employees at many different levels or positions within the organisation and included employees who have been at Krost Shelving (Pty) Ltd, for as many as thirty or more years. Levels of employment ranged from factory floor workers up to managers of the organisation. Chapter 6 provides the breakdown of the results together with the further evaluation and discussions of the findings from Chapter 3 in relation to the Literature Review in Chapters 4 and 5 respectively.

6.2 Evaluation and Discussion of The Results

In line with the manifestation of change at Krost Shelving (Pty)Ltd, the questions that the research participants were asked to answer fall into the literature review of Chapter 4, where Change was addressed in depth. Evaluations and Discussions of the research participants' responses were analysed and also befit the reviews found theoretically.

6.2.1 *Change Awareness*

During the interview stages of the research the participants were asked if they were aware of any changes occurring within the organisation and if so, what are these changes. This permitted the participants a multi-mention response or answer. The analysis of the responses from the participants were captured in the form of a bar chart, Figure 6.1, Change Awareness, by the researcher. The researcher compressed the words of 'are you aware of changes occurring' to 'change awareness'. The key findings of the research participants responses are postulated as percentages and narrated in Figure 6.1, Change Awareness.
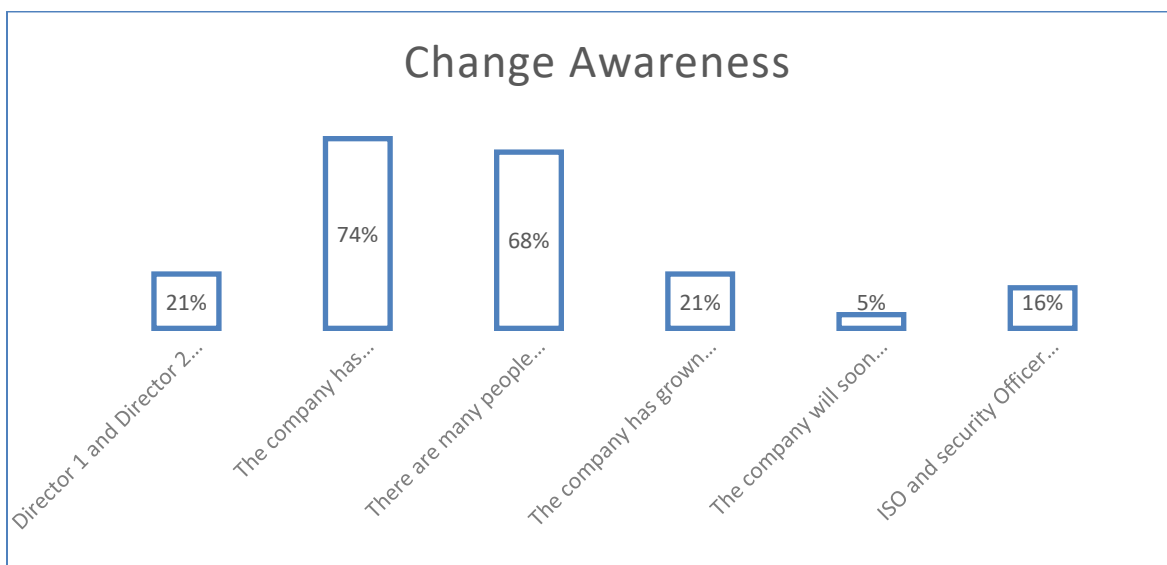
Figure 6.1: Change Awareness

In Figure 6.1, Change Awareness reflects the employees' responses to their awareness of the changes occurring within the organisation. Respondents were asked if they were aware of any changes within the organisation. 100% of the participants responded 'yes'; however, when asked what changes occurred the responses were varied. In Figure 6.1, the responses reflected 74% who considered the new inventory system called Tea-Cup Manufacturing/Inventory Control System to be a major change within the organisation. 68% noted the change in the staff complement while 21% mentioned the new Directorship and the growth of the company over the years. 16% related the changes to occur regarding ISO and Security officers, while only 5% of the participants claimed

awareness of the new finance and management system called Syspro. Participants provided more than one of the above answers, therefore the % do not corelate to the sum of 100%.

Some of the direct quotes from the research participants were:

"I'm aware that Director 1 and Director 2 have been promoted…the company brought this Tea-Cup thing…"

"…Just seeing everybody coming in…Even today, somebody is coming in and it's going to be a surprise; oh, we are expecting a new boss tomorrow…the influx of new people and the going of old…like the company is growing…bringing in new people."

"…we employed a new dispatch manager…also our system…we brought in new machines, new rolling machines, new robot welders, CNC bending brakes, and now we're busy with CNC punching machine and the new slitting line...and health and safety. Warehouse and management also…"

"…new people, new programmes on computer…which we still trying to get used to because they keep changing…oh well, I know we are changing our management system to Syspro."

The variety of responses in respect of change awareness amongst the research participants is alarming and the researcher later discusses the underlying reason for this lack of awareness. As depicted in literature, Turner (2017) reminds us that the inevitability of change requires communication in respect of the why, when, how and who is involved in the change process. Change occurs within an organisation whether employees, management, leaders, or the organisation itself is prepared for it. If change implementation is not communicated to employees prior to the initiation of change, then the outcome could be catastrophic. The appointment of the Directors did not seem to be an important change to the employees at Krost Shelving (Pty) Ltd. Given the history and organisational culture, some employees imparted opinions that managers were just promoted 'willy nilly' when suited for different purposes such as BBBEE, which led to the lack of confidence in all managers across the board, excluding the Directors. Employees'

concept of management was based on previous experience with management and reflected long standing distrust in the loyalty to specific managers. 85% of the respondents that were aware of all the changes occurring, mentioned a first ever development in the history of the organisation, the appointment of the female Director, Director 1, to be a positive change, and anticipated greater working relationships amongst the staff.

The researcher was made aware that the two appointments of the Directors should be conveyed to employees, with the assistance of Buverud's (2019) suggestions that top management first make employees aware of changes or potential change implementations so that the vision and objectives for the organisation may be reached. Two managers were appointed as Directors within the organisation and not all of the participants mentioned this as a change that occurred. The general consensus at the organisation is that you should only be made aware of what you need to do on the system and nothing else. As determined in the literature, Pomare *et al.* (2019) reiterated that change awareness is critical; however, many of the employees claimed to not even know that. As the in-depth interviews continued, with some being extremely long, the researcher realised that despite the various changes, all employees remained positive on certain aspects about the future.

6.2.2 *Management of the Changes*

Change was dealt with throughout the research and the literature review in Chapter 4. The questions in line with Change was posed to research participants and their responses to the management of change within the organisation was tabulated and reflected in percentages in Table 6.1.

Table 6.1: Response to Management of Change

Description	%
Definitely Not	64%
Poorly	25%
Yes and No – Sometimes managed properly and sometimes not	5%
A little	5%
Definitely	1%

In Table 6.1, the response to Management of Change was extremely enlightening. Participants were asked if they thought the changes were managed properly within the organisation. Table 6.1 reflects that 64% stated, 'Definitely Not'; 25% thought the management of the changes was done 'poorly'; 5% stated that sometimes the change is managed properly and other times not at all; 5% claimed 'a little' and 1% voiced the total opposite by stating 'Definitely'.

Actual words from research participants were:

"…some of it yes because it was reported a few times, and nothing was done about it…No…more chiefs than Indians…. you need to fix the problems first…"

"…No, it's not… not at all…. I say No, because they are secretive…"

"I won't say it's managed properly...Yes, I mean look you have to manage it…but it's not done the right way."

"… I'll say yes and some of the areas you can see, yes there was a difference….and some are still the same as what it was when I started here five and half years back…"

"Only to a certain point, but no, it's not…they do not follow up on any of these tasks…"

Based on note 6.2.1, regarding change awareness, it is imperative to consider that the findings on the management of changes will also vary. Contrary to theory provided by Turner (2017) and Fusch *et al.* (2020) on management of change, any change within the organisation was not dealt with appropriately to enable the changes to be a success before implementing yet another change process. The effects of this are detrimental to the behaviour of the employees towards the changes itself.

6.2.3 *Communication*

Changes that occurred within the organisation should have been communicated to the employees. Data coding and analysis, Section 2.6 of Chapter 2 was conducted in research methodology. Communication is critical in any organisation and was addressed in detail in Section 4.2 of Chapter 4. Change awareness and communication are interlinked. Communication is linked to change

awareness in the sense that if any change was not communicated then the responses for the change awareness was affected. The researcher asked the relevant questions and the responses from the participants were composed in a bar chart during the analysis phase, according to relevant percentages and portrayed in Figure 6.2.
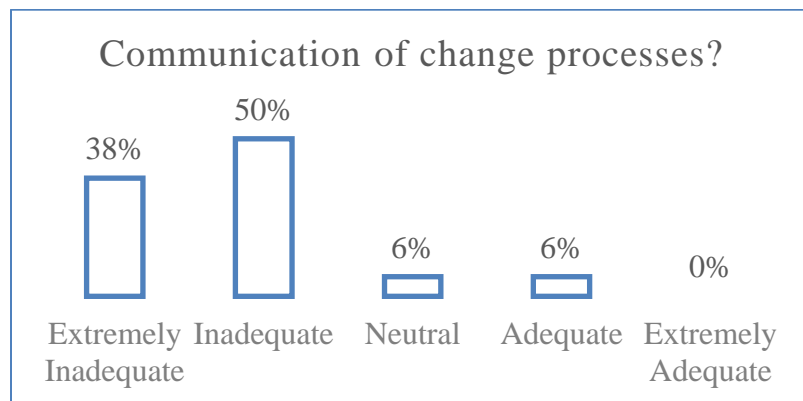

Figure 6.2: Communication of the Change Processes

Figure 6.2 reflects the results for, Communication of the Change Processes. During the interview, employees were asked if 'these changes or change processes been communicated to you properly?' The responses were coded using a Likert scale ranging from 'Extremely Inadequate' to 'Extremely Adequate'. According to the responses reflected in Figure 6.2, 38% thought communication was 'Extremely Inadequate'; 50% 'Inadequate'; 6% was neutral and 6% declared it was 'Adequate'. 0% portrayed responses to the term 'Extremely Adequate'.

Direct quotations regarding the communication processes were:

"**Not at all**....it was not communicated to me… The whole communication process is missing."

"They just told us it's coming… Communication is a very big problem…We were not informed of anything… I understand you cannot involve everybody at once but pass the information to the supervisor or manager and let one of them inform us…"

"…I can say that it was not because only a handful of people…. sit and discuss…. I think that is the biggest problem we have, the communication…Well that's the thing, hearing things through the grapevine is never accurate."

The researcher came across a total mismatch with people saying yes and those research participants that responded with a yes immediately followed an explanation as to why they said yes.

"Yes and no…only heard people saying this and that…Sometimes…Yes, I was aware when we had meetings but for everything else it is NO! Our form of communication is in the corridors via the grapevine."

It is evident that communication is a massive problem within the organisation. This seems to filter from upper management downwards to the employees all the way to the factory floor employees. This could be of serious detriment to the organisation as a going concern. Thus, the researcher delved further into what the employees thought the importance of communication was, as reflected in Figure 6.3.

Figure 6.3: The Importance of Communication
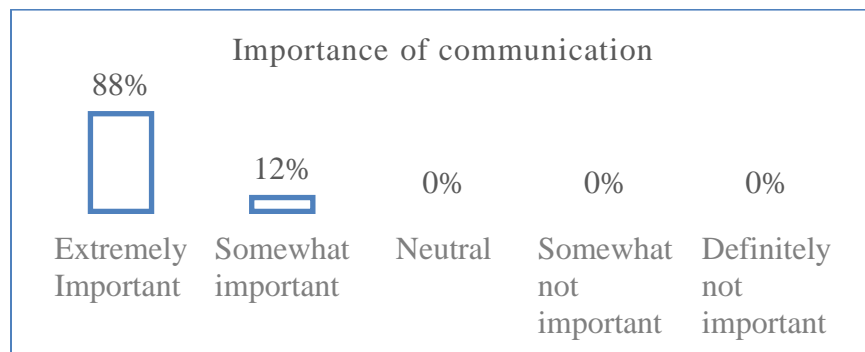
Furthermore, figure 6.3, The Importance of Communication, respondents were asked to express the importance of communication with respect to change. Once coded into a Likert scale, the data shows that 88% of respondents stated that communication of change is extremely important, while 12% thought it 'Somewhat Important'. It was gathered in recent literature by Shannon (2018),

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Popescu (2017) and Petrucci (2019), that communication is the key to any change initiative being a success, even if it is performed by storytelling or a simple communication process.

When looking at the correlation between the actual communication level of change and the perceived importance of change communication, the correlation coefficient is -0.32173. This implies that there is a huge disjoint between the actual communication and its perceived importance (a strong, positive correlation is ideal).

Some direct quotations were:

"Communication is key… any upcoming changes that communication to the employees is a big thing."

"You have to do your basic background work first, but you have to take cognisance of how the users are going to use it…you have to find out from them what the problem is."

"…tell the people…shhheeewww (with a blow and swipe of hand in a blowing motion) people just gone …"

"…talk to the people…have a general meeting…sit down with employees and discuss…"

6.2.4 *Factors of Change*

Research participants were asked what their opinion was in respect of the detrimental factors of change within the organisation. Their responses were portrayed in Figure 6.4 as percentages in a bar chart.
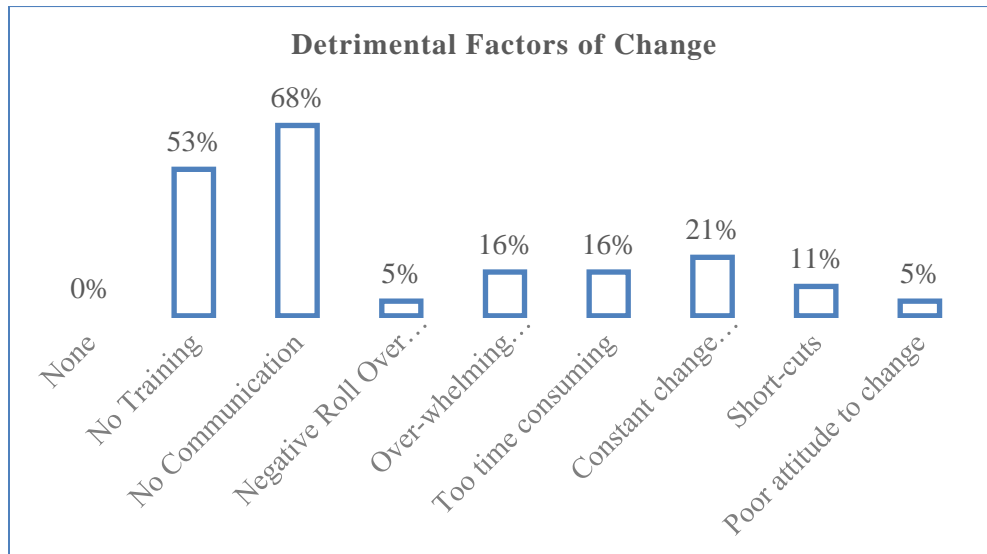
Figure 6.4: Detrimental Factors of Change

Figure 6.4 reflects the detrimental factors of change as generally viewed by employees of the organisation. During the interview process, the detrimental factors of change came up in no particular order or form and were reviewed and sectioned by the researcher. Respondents were allowed more than one response (multi-mention) throughout the interview process. Most respondents, 68%, stated that 'No Communication' was a detrimental factor. 53% of the employees stated that 'Inadequate Training to Cope with The Changes' was detrimental to the success of the change. 21% reflected that 'change after change that is not linked to each other' while 16% viewed 'Overwhelming Paperwork' and excessive time consumption respectively to be a major detriment of change. It is also important not to ignore the 11% of the 'Short Cuts', 5% 'Negative Roll Over Effect' and 5% 'Poor Attitude to Change' comments that were made. Due to the nature of the question, participants provided more than one response, therefore the sum will not be measured against the 100% general mathematical assumption.

Direct quotations linked to the detrimental factors of change were:

"…I think management itself…the way they handle the situation and how they portray everything."

"Communication, when things are brought into place, we must be well informed…Change is good, it can only be good if you let the people know.…nice to sit down and talk about it, decide if it is a good idea to change it…. don't just change it because you think it is a good idea."

"Leadership should listen to our views if we have any and if we have questions, they have to answer the questions."

"…. they implemented this first thing and they never let anybody know about it, how it is working, and it's already been phased out…. then new system and now we hear there is another new system coming in…."

"…everybody should be trained thoroughly on any system…it's already putting a damper on…it keeps changing all the time…and the paperwork wastage…. time consumption…. all that is money wasted."

It is evident in Figure 6.4 that, from the viewpoint of the research participants who are all employees of the organisation, lack of communication is the most detrimental factor for change within the organisation. Lack of communication within the organisation is closely followed by inadequate or no training at all of employees on the various new systems that were implemented over the years, thus leading to the fall of the system. Reverting to theory and the literature review, Beukelman and Light, (2020)asserted that communication with employees before, during and after change initiatives are not only meaningful but also very effective, allowing for success and teamwork in achievement of the set goal and gaining a different perception from employees, (Dingalo,2020).

6.2.5 *Critical Factors of Successful Change*

Just as in detrimental factors of change, the research participants were asked what they thought were the critical factors for change to be a success within the organisation, Krost Shelving (Pty) Ltd. The research participants' responses were depicted in percentages in a bar graph in Figure 6.5.
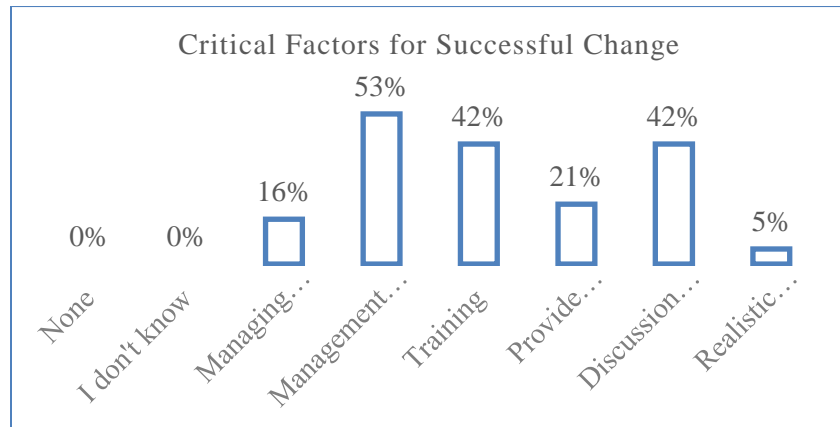
Figure 6.5: Critical Factors for Successful Change

Figure 6.5 relates to the Critical Factors for Successful Change. This portrays the views or thoughts of the participating employees about what led to the changes being unsuccessful, which further confirmed the statement by Siddiqui (2017) and Jeebpinyo (2020) in agreement with previous literature, that effective training and communication must be provided for employees to enhance a positive change implementation. During the interview processes, some of the mentions that related to the critical factors for change to be successful were ranked in percentages: 53% of employees claimed that 'Management Explanation or Communication' was vital. Furthermore, 42% of employees claimed that a discussion with all parties and/or 42% proclaimed training is very critical. Respondents claimed that senior managers make decisions in isolation without consulting employees who will be directly involved. 21% suggested 'Provide more Resources' and 16% Managing Stress. 5% mentioned 'Realistic Timelines'. Due to the nature of the question, participants provided more than one response, therefore the sum will not be measured against the 100% general mathematical assumption.

Direct quotations from research participants follow:

"As you are aware, we start a system and a few months down the line we move onto the next, so I don't really bother myself with these systems. I know they won't last. We give it a few months and then it all falls apart. What I think is they fail to understand that with any system implemented, it needs people to do the work. So, if the people are not willing to do the work,

then that system will fail. It doesn't matter how good it is. Basically, they are depending on the system to do miracles. People need to work on the system for the system to work."

"No training on the systems at all…so unfair because I was not given the right training on it…it's not working…it's a mess…more paperwork…Oh, I feel so stressed…. very stressful…its stressful."

"…no formal communication as to what is going on.…again, it's passages…so, things are kept quiet…I don't know who is bringing all these things…...can they communicate with the people…and take the people for the training. You can't do things alone…tell the people…don't just put the papers on their desks…they must just be surprised; they don't know where it comes from…talk to the people."

"…the timeline they expect the system to be up, and running is ludicrous…I have dealt with people that say it take 2 years to have Syspro running correctly…I know what or how they want Syspro to run in 4 months."

6.2.6 *General Responses to Various Questions that Lead to Open Discussions*

Image 6.1: Responses

Image 6.1 on Responses reflects the minion doing what he perceived he was told to do. Understanding what was said or meant may vary from one individual to another. When employees were questioned on whether the changes were a success, 20% stated 'Yes', 25% 'No' and 55% 'Yes and No'. When asked about the new system Syspro, participants where not fully aware of the system and those that heard about it stated that they did not know enough about it to respond to the rest of the questions that followed. Participants were asked if they had lost faith in management

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and if yes, why? The majority of the responses were 'yes' and most of the reasons provided were 'Poor Communication in all aspects', 'No Relevant Training Provided When Necessary', 'Employees Always Blamed' and 'Not Addressing the Problems at Hand'.

One of the questions posed during the interviews was: 'Have you accepted these changes? Please elaborate'. The researcher was signalled at this point by many participants to turn off the voice recorder or just shook their heads in response, but once the recording stopped, responses flowed and the researcher documented them. Turner (2017) asserted that employees need to be informed in advance of change initiatives and communicated in a way that employee buy-in is guaranteed which enables successful change implementation. Responses received in context were,

"How do you accept change when you do not even know what the change is"; "We do not know how if the change itself keeps changing"; "I accept the new Directors and that good changes are coming our way"; "This time can we be told what is required of us and how"; "Will we receive training? Or must we teach ourselves again, then it means I am creating the change and am forced to accept".

One of the very disconcerting issues that ranked highly amongst the employees was the staff turnover, and the employees expressed their feelings toward it as unhappy:

"…why they are getting people but why a company like this keeps on losing some of the good people that is something that I don't understand. Like ✿, he was one of the good guys in our department. That little lady, she used to work there too, ✿, yes, those are good people. I don't know what happened to them. What I am saying is I know you are the best person and if you get a better job, I must beat the better offer. I must beat them because now we are getting bigger jobs, we are getting new people, must start everything afresh and at the end of the day the result is that on site there is other problems. That's where the problem is. It's good, the company is getting jobs, it's nice but we have new people coming here to learn then 2 months down the line they gone. Get another one…. ah I am not happy…like the Indian guy,✿, he was working hard that guy, he was a hard worker that one, but just like he was gone. He resigned, but why he resigned? Some other times you can be in a position whereby the only thing we can do, the

option is to resign, because either way, even if maybe you are not resigning, the consequences that you are going to face they are not going to be good, if decide on staying here. The other thing is that this one (pointing in the direction of one of the executive's offices) is like big headed, now when you look at what we are doing in this company, compared to before, we are doing totally different things…"

"It is a big concern because your biggest asset inside the company is your staff. Now, if people cannot handle what is going on in the company and therefore leave, it is a big concern to me because it states that the company is not willing to change their systems. I know currently, yes, we are changing the system or placing in systems to improve the company but what people don't realise is it's still a manual process and it needs people to be dedicated to the system which I feel most of the Krost people aren't."

Some employees were interviewed while serving their notice period following their resignations. When the researcher queried the reasons for their exit, the responses were remarkable: "No room for improvement as there are staff here that are working over 25 years and have not been sent for training or been promoted since their employment"; "No Teamwork", and "Men have the benefits whilst the women have to work so hard for nothing".

6.2.7 *Change Attributes: Ranking*

Perceptions, Emotions, Anxiety, Attitude and Passion were discussed in Chapter 5. The research participants, although some sometimes very emotional, rated their feelings on a scale from 1 to 10 or relevant word or phrases posed by the researcher. The rating worked with 1 as the lowest and 10 is the highest.
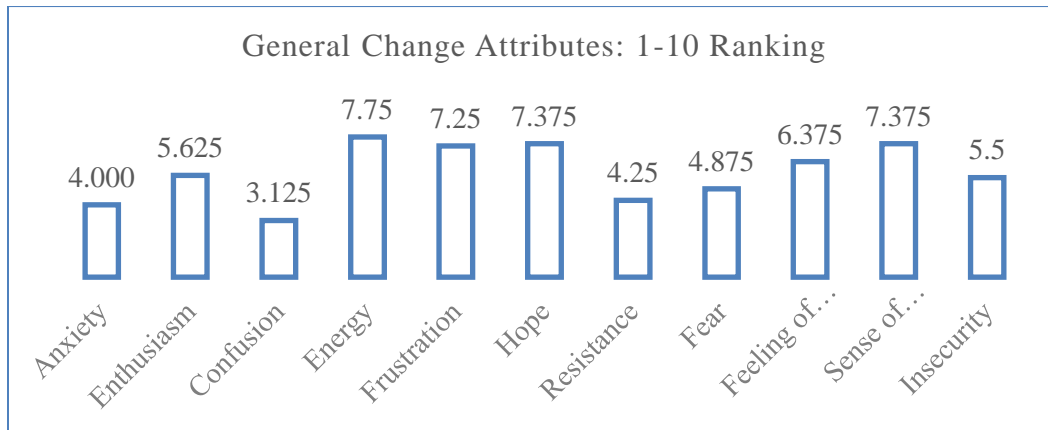
Figure 6.6: General Change Attributes

Figure 6.6 reflects the averages calculated on the ranking of each expression/emotion. Participants were asked to rank attributes or their experience in respect of the changes at Krost Shelving (Pty) Ltd (on a scale of 1-10) to gauge the level of acceptance and rejection toward change. Figure 6.6 depicts the average scores of respondents for each of the attributes. Grounded in literature reviewed in Chapter 5, the employees' emotions played a vital role in the change implementation within the organisation and were closely linked to Value-Driven Behaviour. According to the analysis, respondents had high positive feelings towards change and the company ('Energy', 'Hope', 'Momentum' and 'Belonging') and accordingly, low negatives ('Confusion', 'Fear', 'Resistance'). However, 'Frustration' reflected as consistently high for most respondents.

Some direct quotations from participants who felt the need to elaborate on certain ratings follow:

Confusion: 5 – "Depends on day to day, rep to rep."

Energy:8 – "Mornings is 8 and afternoon is minus 8."

Fear: 10 – "we had a lot of people recently that supposed to make the company better but if you look at it, all our big projects that we receive, we never ran a big project smoothly. What do they do? All of our jobs, there is always a problem on site. It's not just operations not delivering on time or the warehouse delivering stuff incorrect, it's actually the manufacturing. And when we look at it the manufacturing receives their drawing, layouts from technical and the engineers. It

all comes down to the engineers but as I said everything has a cost to it. It goes on site, this and this is wrong, and most of it instil charges. If things are late, if this is not finished by this time on site then there are penalties. So, if we had to sit down and do an analysis on how much we spent on those things which I don't think anybody has actually sat down and calculated how much we spent on the penalties, the snags we receive. We get a job and it's not even finished manufacturing the job in the factory and already there are snags for the job. But somebody went on site and measured, what did they measure? There was a layer done and people sat for days doing that but still there is always problems with our big projects. Whenever that bell rings with a new project, we think it comes with a lot of problems. We all know that it comes with a lot of problems. We can't count fear out there because eventually it is going to come and bite us. Those big companies will not want to come and work with us. Everything is a mess!"

Fear: 9 – "…we have a lot of fear. Do you have a job when you come back the next day? My superior says don't worry you will only get a warning. That's not where we want to be anymore…"

Fear:8 – "…I would say 8 if people don't change because then we are going nowhere."

Frustrated: 6 - "…when you are being told that someone will assist ... They employ the person, but they do not do that job, they so something totally different. That frustrates me a lot."

Hope:1 – "No hope for me if I have to work here. Glass roof, looking at the top and you cannot go higher. You don't get noticed in this company. Broken promises. End of the year that payslip with bonus is a broken promise."

Insecurity: 10 – "in the past I have always given my all and my all is not good enough. I feel I am giving my all again, same as what I did previously, that's what I do. Not once since I joined this company have, I loved, I never had the time to love, I have just been so busy all the time and I feel it could happen again."

Resistance: 7 – "…to change. What I see around me…"

Sense of Belonging: 8 and 4 – "…depends on the individual (you are sitting in front of me I would give an 8 but others a 4)."

6.2.8   *Feelings Towards the Changes*

Word Cloud Analysis, as introduced and described in Section 3.2.2, Figure 3.1, Chapter 3, indicates the various responses during the in-depth interviews conducted, that were subsequently grouped. Chapter 2 describes the open (Section 2.6.1), axial (Section 2.6.2) and selective codes (Section 2.6.3) that led to the emerging of Themes. Word Cloud was derived at the Open Coding phase whereby the initial categories we derived. Based on 74% of the participants claiming that the Tea-Cup manufacturing/inventory system was the major change, responses related to their feelings on that change. The Word Cloud analysis in Figure 3.1 of Chapter 3, is a graphical representation of the frequency of the words used when describing their feelings toward the change by implementing the Tea-Cup inventory system. The larger the word is depicted, the more frequently the word was mentioned within the data. According to the word-cloud model, it is apparent that many negative words were associated with feelings towards the change to Tea-Cup. Negative words such as 'stressful', 'blamed' and 'disappointed' appeared fairly frequently.

The respondents were asked if they thought their jobs were threatened in any way and the majority of the responses was 'No' with only 2 participants voicing a very soft, teary 'Yes'. Further questioning on the impact, the change had on the employees, resulted in a handful who considered the changes to reflect less work for them individually and which made products trackable, while the balance expressed the view that 'more workload, longer hours, counter-productive, and less suitable to my department'. The impact of the changes on the employee personally provoked words like, 'stressed, worried, falsely incompetent, under pressure, sleepless nights, unorganised and negative effect on health'. Furthermore, 98% of the participants emphasised that the proper training and tools were not provided to them in respect of any changes. Employees considered the provision of tools and training to be 'insufficient/not provided at all' while many claimed to be 'self-taught'.

6.3 Spiral Dynamics Integral and Human Niches in Operation

Returning to the literature in Chapter 5, the reader is reminded that Spiral Dynamics Integral is a bio-psycho-social system of human development. On account of human nature not being fixed, humans are able to adapt to the changing environment and changing life conditions by constructing new value systems. These value systems are expressed in their own colours with each niche of the spiral climbing from a simple structure to increasing complexity. From the Literature, Human Niches emerged by Laubscher (2013), who described Human Niches as the context for the lived experiences of humans and their communities. It is the spheres where individuals shine or excel, because of the questions they ask regarding their existence. The researcher in contribution to the findings of this research attempted to link the Value-Driven Behaviours of the research participants into the various colours of Spiral Dynamics Integral value systems below. No literature was found thus far linking Value-Driven Behaviour to the various colours if Spiral Dynamics Integral or Human Niches. During the interview process, the researcher posed self-constructed questions related to Spiral Dynamics Integral and the Human Niches to the employees. The researcher was privileged to be placed in the role of a researcher while succouring the position of a Director within the organisation, which enabled the researcher to observe, familiarise and deduce the value system colours that each of the participants were pertinent to. The Spiral Dynamics Integral questionnaire (researcher's creation) in Annexure F was only utilised as a confirmation of what was observed by the researcher. In respect of anonymity promised to the research participants and the strong likelihood that this thesis will be perused by the CEO or other relevant parties of the organisation, the researcher adopted labelling the research participants as RP1 through to RP 21. This protects the employees that participated in this research from victimisation or dismissal.

6.3.1 *Beige – AN – The Survival Niche*

Viljoen (2015:1) stated: "By only describing Beige as how our forefathers lived thousands of years ago, we minimise the segment of what constitutes the Beige thinking system significantly". As suggested in theory by Viljoen (2015), the forgotten, obscured description of the beige dynamics is based on primal desire to survive fulfilling basic biological needs. The Beige Niche in the Spiral Dynamics Integral was discussed in great detail in Section 5.14.2.1 of Chapter 5. Research participants RP1 and RP5 are individuals that are at the Beige Niche in Spiral Dynamics Integral.

These participants are starting to portray developmental behaviour that is in transition into the Purple of the Spiral.

> RP 1: "I'm here. I will take the opportunity and I am willing to learn…", worked for over a year in the same position unwilling to assist in other departments and emits the impression of *here just to earn a salary.*

The researcher, from own experiences with the participant, observed the lack of actually doing what the participant says will be done. No senses of willingness to move from the current position by assisting others which could have been a steppingstone within the organisation. The researcher also arrived at this conclusion by the employee's behaviour, late-coming and packing up at least 15 minutes before the designated working hour completion.

> RP 5: "I feel upset because of the people and what they do and say is making me want to leave the company itself…When I first started: It was okay, but now 2 years later it is just a changed company. The atmosphere and all that stuff …a part of me is sad but it's their problems and not mine. I don't know what to do or what to say…my impression is also at least I got a job to do."

In these observations of the two research participants, both have begun to socialise and develop relationships within the organisation, building on their personae, thinking processes and news around them, thus showing a developmental movement to the Purple in Spiral Dynamics Integral. Based on literature by Viljoen (2015) and Graves (1974), a momentous leap from one value system to another and on the circumstances of the individual, was recognised by the researcher in this study. Although the initial assumption of the Beige Human Niches was that of being primitive, these research participants show that Beige is still alive amongst mankind and very much functional in a work context. The primal desires to just survive, earn money to buy food to eat and just live. Currently, societies globally are portraying the Beige Niche due to the COVID-19 pandemic. The variations and strains of this virus seem to be evolving faster than any prior strain; however, one certainty during these times is that mankind has regressed from all higher niches of the Spiral Dynamics Integral to the Beige systems thinking. The Beige thinking, mind, spirit, and body is solely fully focused on survival. The main focus of every individual is not to contract the virus and

Beige Niche's survival of humankind instincts take top priority not only individualistically, but globally, and economically.

6.3.2 *Purple – BO – The Tribal Niche*

The reader is reminded that the Purple Niche of Spiral Dynamics Integral is fully discussed in Section 5.14.2.2 of Chapter 5. The group with respect for their elders, chiefs and rituals is converted in the working life to individualistic employees, who are part of a team, reporting to or working as a subordinate to a manager or leader. What their superior says, does and expects plays a very important role in their working lives that may also be affecting their family life when they are away from work. As depicted in theory by Viljoen and Laubscher (2015:9), the human domain of the African Purple Niche is ingrained with respect for social structures that place community above all else, seeking consultation from the head whilst ensuring harmony is maintained. The expectancy regarding a Purple Niche individual is to follow what the leader does or says, humanity will settle first for what the leader does. In this aspect certain employees become despondent or angry or start questioning their superiors based on the contradiction of what the superior says and what the superior actually does. Purple Human Niches reflect a 'someone I look up to for guidance' sort of mentality. One of the cold buttons of the Purple Niche is to speak ill of the chief or leader, and this sector was evident in some of the statements quoted. The researcher is reminded of theory in Beck *et al.* (2018) of the Purple Niche thinking in a work environment, with questions such as, Does my manager care for me? Does my manager see me? and Does my manager greet me? A number of the research participants, during the interview phases, resonated aptly, fitting into the Purple Niche of the Spiral Dynamics Integral. Three out of these ten participants also reflected other niches of the Spiral at different times during the interview period.

> RP2: "… like managers they preach but they don't practise what they say. It's very one-sided. Men get more benefits than the women…" It is noted that this individual was already transitioning into another niche of Spiral Dynamics Integral. Evidence is the employee's resistance to authority and challenge to leadership and eventually chose to leave the organisation.

Another employee: that has recently questioned leadership and management actions is RP4, who has been, like many employees at the organisation, employed within the organisation for over 10 years.

> RP4: "Management will judge you based on what other people say about you. Not based on facts. For instance, I will make a clear example, we were told here that there is no provident fund, no medical aid, no pension fund, blah blah blah…funny enough, there is a lady that started working here last year, she has medical aid, and she was told not to say anything to the rest of us. What is that? What do we call that? It's got nothing to do with race, it's got nothing to do with feminism, it's just favouritism."

This employee questioned the value of many years of loyalty and the behaviour of management towards these loyal employees.

> RP8: "I can see with all the managers as well you guys are trying hard. It's all positive things. Me as an employee I really do appreciate it. You guys are really trying your best, looking after all of us. You certainly very appreciated. Thanks a lot."

RP8 represents the few employees that just do as they are told and worship the ground that management walks on, a typical example of the behaviour of the Purple Niche individual. The researcher is reminded of the characteristics of the Purple Niche: they are content with whatever they have; for example, in the rural areas they do not have water or electricity, but they are happy with that. However, to others it seems as though they have nothing.

> RP11: "…every one of us must just do it… Eish. For now, I don't have a say. I am not part of the how you can call it?".

The researcher is still reeling by the emotions expressed by RP11 physically. This is an employee who is a very hard-working, who will follow instructions from any superior and is very passionate about relevant duties handed over. This employee is a very strong person that is not easily broken

and attempts any duty with vigour, with the aim to fulfil duties, follow instructions and please superiors at all levels.

RP12: "…now I am like floating, people see like I am not working because I am this side and that side, think I am just walking around…I got no problem; I can help wherever. I am here to work." "So, I am like a float in the water. I don't know where I belong."

RP12 is another loyal employee of the organisation for over 18 years and revealed a subservient quality that was exploited by many employees that are not even at management level. This employee's Purple worked to one's own detriment. There was a stage when RP12 reported only to the relevant immediate manager and once in a while, upper-level executive management, but since the departure of that specific manager, RP12 was ignorant of who to actually report to. Purple Niche individuals have a sense of belonging or tend to look for where they belong, which is what is reflected here by RP12.

RP16: "I didn't argue about it or anything. Just needs to go…" stated one of the managers within the organisation.

The researcher is surprised at a manager with such duties to be in the Purple Niche of Spiral Dynamics Integral. It is understandable that management generally is expected to follow instructions from Executive level of the organisation; however, it is the researcher's opinion that at leadership and management level, if you are in disagreement with a change, your opinion on it should be voiced with relevant other suggestions as a replacement.

RP17 is an employee for over 5 years within the organisation and has worked up the ladder to management level. The researcher's observation led to the belief that this employee is at a transitioning phase into another Niche of the spiral due to the questioning of the immediate superior's decision-making.

"…addressed it with the manager. He said to me he wants to save the company money, but it seems to me he wants to save company money by taking someone's life."

Employee resonated compassion towards colleagues and care for their lives. Part of the characteristics of a Purple Niche individuals characteristics is to 'protect their own'.

Although the Purple of Spiral Dynamics Integral is recognised for individuals that are willing to die for their leader, in the corporate world, respect for superiors, and subservience are evident when employees think for themselves and do not 'Just Do It' without thinking whether it is right or wrong. During these difficult pandemic times, the Purple Niche may be facing challenges such as loneliness or 'running around like a headless chicken', based on the premise that Purple Niche individuals may have the need to be working within their team, work environment and under the guidance of their superior. Reflecting on the theory of Laubscher (2013), with the current lockdown where the employee must work from home instead of the office, the Purple Niche individual may also shift focus completely off the work situation to the pandemic, concentrating solely on what the President states or the laws laid down for the lockdown sessions or what the top-notch specialists or laboratory technicians propose is good or bad for the individual.

6.3.3 *Red – CP – The Egocentric Niche*

The Red Niche of Spiral Dynamics Integral is discussed in greater detail in Section 5.14.2.3 of Chapter 5. The Red individual in Spiral Dynamics Integral could be an entertainer, a flashy salesperson or a statesman or councillor who believes that one can be forced to select their way of thinking because they are selfish by always placing self-first and to hell with the rest, without any guilt. The arrogance of these Red individuals enables them to believe that they can defeat nature, dodge bullets, and wield influence through power and force of will upon other people or even their surroundings however majority of the time unsuccessfully. The portrayal of characteristics noted that only sanctioned orders are effective. From literature it is noted that the characteristic of a Red individual is commonly evident in teenagers; however, in the corporate world, dictatorship emanates from certain bosses or individuals that rank highly in the hierarchy of the organisation. Viljoen and Laubscher (2015:14,18) indicated that the instantaneous, self-driven, energetic, fast rhythm, heroic and warrior-like attributes radiated by the Red Niche is often ignored as a gift which contributes to a diverse society.

The researcher noting the characteristics entrenched in theory by Viljoen and Laubscher (2015), Beck (1996) and Beck *et al.* (2018) associated with the Red Niche, recognised these with certain employees within the organisation. The predominance of the Red individual was clearly visible in two of the senior management level employees, Observee 1 (O1) and 2 (O2), although these employees were not interviewed by the researcher. The individuals referred to, have management roles and portray the Red Niche thinking systems with their selfish behaviour, and 'I am, so what I say is what I want' type of mentality. Teamwork means nothing to them unless it is on the winning side and all the praise and glory goes only directly towards them instead of the employees that actually conducted the hard work to achieve the goals. From the literature and theory, it is noted that the pure aim and goal of these individuals is to earn more than the current status earns or drive a flashier vehicle than their counterparts and trample over the subordinates to gain that benefit.

These two individuals, Observee 1 (O1) and 2 (O2), only thought of how they could have the best of everything now while they are at the organisation, not ever thinking of the bigger picture and making the company a going concern in the near future. Their attitude was: 'I will have the highest bonus now because I deserve it, so I don't really care if we have the finances in 3 months' time to pay for material for the next project. For the purpose of anonymity, these two individuals will by represented as Observee 1 (O1) and Observee 2 (O2), both at different levels of management. The researcher is reminded of the general consensus of the Red Niche individual is of one working only to be noticed; if one shares an idea with this Red Niche individual, this Red Niche individual is prone to go around claiming it to be their idea and takes all the praise and glory; they are all about: 'How can I get power'.

Observee 1 quickly earned the reputation of a bad boss amongst the immediate employees by 'throwing employees under the bus', 'not listening to employees', 'offloading workload on employees', 'making employees cry' and 'focusing more on employee's weaknesses than strengths.' The consensus on Observee 1 permeated throughout the organisation and employees chose to rather not deal with the individual directly irrespective of what position the employee held within the organisation. One of the immediate subordinates mentioned off the record that they are being driven to take medication to cope with this particular manager. Some of the direct quotations

and the emotions that poured out while mentioning these experiences were overwhelming for the many years loyal employees who are research participants:

"…I don't remember even a single day, the owner will be upset with us, but he won't raise his voice. So, when somebody raises his voice, I get confused, I don't know what I'm doing. Then I get scared, it's like I can run away. I feel like a 7-year-old. I can just run away and leave everything and that's when I start to make mistakes… Because every day he is shouting…I don't know. Whenever he speaks, I feel like I can just get out of the office … I feel like I have to just **get out**. Then I come back when he is quiet."

Red Niche individuals do not see the consequences of anything and sees themselves as never being at fault. Since the employment of Observee 1, two of (O1)'s sub-ordinates resigned within 6 months of (O1) employ.

"…there is a person that speaks loudly, is he speaking loudly? But he is not, you can feel like he is shouting, really shouting. Then you get jumpy, you get restless and then everybody is going up and down…we heard one of the staff say, 'This man doesn't take shit, he hits people like that'. He didn't waste time, after 5 minutes he was screaming, and we were all running."

"I am not a person who is complaining. I'm the person that wants everyone around me to see how I am performing…so, when you get accredited, the salary for this person let it be at least this much, then it can lift my spirit up… So, nobody is noticing what I am doing, everybody is noticing my mistakes…even if I am sick, I will come to work. I supposed to go to the doctor 2 months ago, now I am afraid, how can I go and ask this man that I want to go to a dentist and come back later. Or maybe later, the dentist starts at 11 then I must go, I'm afraid of even asking. I say I will do it when I am working on weekends. I do it on Saturday, and on Saturday, some of the doctors are not there, they are only available Monday to Friday…HE is not approachable…I am a lot, just that I am a praying person, I go and pray and pray, God please help me, I am going to work for my children. I don't want to hear the voice of this person."

"…my feel is that people can't take that pressure, the screaming and shouting and all the things going around here. I am not very positive. The only thing I can say about him is that he can draft an email, that's it. He feeds off all sources around in the office… Anxiety mostly is starting to kick in, 'cos you fear every day, you don't feel like coming to work anymore… anxiety is a big role, that's myself and other people in the company regarding my boss…"

"…listen to us, stop him from interfering while we are talking because when he speaks then we don't get a chance to speak. Or explain to him the situation, he just starts screaming at you, 'this is not what I asked you, I want a straight answer'…You just don't get a chance to explain yourself. No 2-way communication… you try to explain yourself to him and he says no that not what I asked, I want a straight answer and then he starts screaming and gets aggravated and then steps out of the office…"

"…Yes, we all went out crying for help, nothing was done about it. It has come to a point where me and '卐' don't even feel like coming to work anymore… It's like me, because I have had Krost being by my side every morning, I used to love coming here every morning until he started working here. Everything just turned around, like 360 degrees turn around. No one can work that way."

"…and I still do not see what he does, because he used to manage____ (certain duties), but he doesn't touch that at all anymore, 'Ѣ' does it now. Basically, he just drafts emails … That's the only thing he does."

"…we took everything by hand, and we worked our…. off…and we are still doing it…He never has time for us. When I speak, he says sorry I am busy drafting an email come back a bit later, I don't have time now...no hope for me if I have to work here…broken promises."

Observee 2 was also known as the Gaslighter within the organisation. Gaslighting was addressed in Section 5.13 of Chapter 5. This person surrounds him or herself with sycophants and is quick to victimise an employee who stands up to him or her. Observee 2 also behaves in a manner that reflects one that does not stand up for employees by becoming judge, jury and executioner when

an employee makes a mistake, and has as top priority, self-promotion, by taking credit for someone else's ideas and hard work. There were many complaints that one sycophant often left Observee 2's office crying; however, it could not be addressed as the employee did not address anything officially. Nobody must be higher in education or better than this individual who has very low emotional intelligence and fashions an atmosphere where employees feel like they must walk on eggshells around them, creating fear and intimidation. Observee 2 has been accused of favouritism on many occasions and the official complaint was dismissed for no apparent reason.

"…the other thing is that this one (pointing at Observee 2) is like big-headed, …if I've got a problem and 'Ϸ' can't help me then I go straight to you. I can't go to him because he is not an easy person to talk to. He 'Vips his Kat' too much, to me he is not a boss. Sorry, please sorry. He is not a boss; you don't address people the way he does. Don't have papers thrown at you or papers thrown on the floor. I have actually seen '⌬' run out bursting out crying. I mean that's below the belt, isn't it? There's a prime example. Does it have to be that he has to belittle somebody to make them cry to get out of here. I mean we are human, we are adults, we not children, so stop treating us like children."

"…why are people leaving? Hasn't 'Ϸ' ever asked himself why? How many people have left?... I watched the others, one by one, Krost is going and the way they leave which hurts me the most. They get treated like dirt before they leave. Why? That is so wrong. '⌬' gets treated after all the years that he worked for Krost. He has made mistakes, we all make mistakes, everybody in this company has made mistakes but to be treated like the way he was treated when he left, and he still gets that treatment today. Why? That's bad! I burst out crying when I heard what they were doing to '⌬'… he said to me '…why am I being treated like this? I brought money for that company for so many years'… So, I said to '⌬', what worries us are they going to do the same thing to us? Like other companies will give you a long-standing service to company award, not here… At the moment, it feels like a total slap in the face. Yet he gets blamed instead for everything wrong. '⌬' leaves, what things were said, anything that went wrong oh it's '⌬' fault. We all knew she was the perfectionist…Why do that to a person that leaves? Can't you give the person credit, say thank you. I dread tomorrow, my heart's already breaking for her

'cos what does she get when she leaves and what are they going to say about her afterwards…See now I'm crying now 'cos I know it's going to happen."

"...they just care about lining their own pockets. Doesn't matter what anyone else is going through. I know we are talking about this and this individual. That's our biggest issue at the moment, is this team. Very much protected by the boss. Don't get me wrong, but I have a sneaky suspicion that 'ƌ' is very sensitive towards them as well…is very lazy. If I could change one thing of this company, that's what it will be, that team. Because it will be a benefit to the entire company…Frustrated. I try not to get angry."

Due to specific management, there is a huge staff turnover in departments that these Red individuals reign. Good loyal employees were forced to find better employment environments outside of the organisation since there was no hope of these Red Niche bosses ever changing or being hoisted from their positions. Red Niche individual's thinking during these times of the COVID-19 pandemic will play the blame game: blame China or the CIA for creating this awful virus or India and France for the new strain that is currently circulating the world, known in South Africa as the Third Wave Strain. Referring to theory by Viljoen and Laubscher (2015), Red Niche traits may most probably accuse the Purple Niche individuals of the Spiral Dynamics Integral of not aligning with the stronger team and rejecting the vaccinations that have come from India for instance.

6.3.4 *Blue – DQ – The Authoritarian Niche*

The Blue Niche of the Spiral Dynamics Integral is explained in greater detail in Section 5.14.2.4 of Chapter 5. From theory, Beck and Linscott (1991:56) quaintly described the Blue Niche individual as one that becomes fixated on a cause while abiding by rules and regulations with intent of yielding order, stability and the purpose of human existence. Spiral Dynamics Integral Blue individuals sacrifice themselves for the cause, organisation or their jobs and pursue conformity, stability, obedience and are hard workers. Employees of the organisation follow the 'Just do it' type scenario without questioning. This was evidenced in two of the research participants, RP19 and RP20, both of whom hold management positions within the organisation. RP 19 comes from old traditions with respect of the head of the organisation, not questioning what orders were handed

over to the individual. Often at 10.30pm at night, this individual was required to transport fellow workers to their various homes, which was not enroute back to his own home. The obedience was phenomenal in the sense that it was such a huge sacrifice of time and fuel, with no compensation for either.

RP19 is an employee at the organisation for over 13 years, who sacrifices hours, family time and own convenience for the organisation, without fair compensation. For the hours that RP19 has put in, remuneration should be double the current salary monthly. RP19 mentioned that overtime, according to company policy, was not paid to any employee on a monthly salary basis; only wage employees were allowed to be compensated for additional hours worked. According to RP19, he worked an additional 2 hours every day from Monday to Thursday, on Friday an additional 3 and half or more hours, and also every Saturday and Sunday, with a total of 32 hours overtime. Sacrificing family time is a major surrender to the organisation. This employee seems to be transcending into the Spiral Dynamics Integral Orange based on the responses during the interview process:

"…hey very bad. Because he is my employer, and he doesn't want to listen to what we are thinking. How is he going to feel if maybe, he is busy asking me about his jobs and I just take my phone out, when he is busy asking, I am saying, 'Huh'. I mean, it is not nice like that. Why is he like that? ...Yet at the end of the day he says I am paying you too much of money. Does he pay according to what people are doing or does he just look at you and say you are worth this much. That is not okay, and he is fortunate because he doesn't have the staff that is stealing. Most of the people at the companies, that's why they end up stealing… this is a big company but when you go to him, he is not fair at all. It's not nice at all… You can take it up, with who? (Mentioned one of the managers names), that one, same church members, different pastor. I rather ask the cast that just goes around in this yard. No, there is no faith in management."

RP20 is an employee at senior management level and in the employ of the organisation for over 7 years. RP20 is an individual that is a stickler for rules and regulations and has always, since the very first day of employment at Krost Shelving (Pty) Ltd, worked long hours, often mentioning how grateful the individual is for at least having a job. RP20 observed that they were grateful that

there was hope for the future based on the stability of this so-called job. Although the attempts to change systems to lighten the repetitive workload seemed in vain, RP20 tirelessly continued to try to complete what was 'dished out' with ridiculous timelines. He is yet another individual who sacrifices family time, health, and everything personal for the organisation. This employee ensures that every box is ticked and has very strong work ethics. RP20 works hard to ensure perfection the first time around, though this was labour-intensive and time-consuming. Employee works diligently until the workload has been eased off to the detriment of one's health, by not eating proper meals at the required times which aggravates the prognosed illness. RP20 said:

"…the others that filter the work in are not prepared to deal with the problems themselves but rather let me deal with it. Laziness, because they know there is somebody else that will check it for them, and I don't think the people care…I wake up in the middle of the night, 2 o' clock or 3 o' clock in the morning thinking about work. As you know, I am of ill health, you have seen times that I'm not well and it is because of the stress. I have to be honest with you, sometimes I don't know why I am working here. The rest of the people don't care. Sorry, I am not saying all the people, I am saying most people don't care so why should I care then? Is there nothing better out there for me? But I am committed to the company… and therefore I will stick it out and try and make things better. It is not going to be a quick fix; it will be a long road before it runs smoothly…"

The Blue Niche is evident here in respect of guilt at not doing enough, avoiding the risk of leaving earlier although it is hours after the actual working hours. The employee will not question or backchat an authoritative figure:

"…You know, sometimes when you work your normal hours you feel like you are not doing enough. So, some of us work additional hours just to keep up with the turbulence that we have got here and try and smoothen it out for the people that work with us. But when you work those extra hours, I will be honest, when I switch off the lights here every evening, it gets expected of you to do that. When you leave at normal times then the people want to know why you are working half days. It does affect me because I am the type of person that gets affected by what

people say, then you start to second guess yourself or doubt yourself. But I will continue how I work, I won't change my ethics, and hopefully help this company grow…."

RP20, in the opinion of the researcher, will remain in the Blue Niche of the Spiral for as long as life permits. It is a rare quality to be found in the type of industry that was reviewed especially with the changing times of the world around us. This employee needs to break away from the sacrificing oneself for the group and start thinking of oneself to transcend to the Spiral Dynamics Integral Orange. Beck (2000:3) linked the Blue Niche individual to manifest personal displays such as meaningful, discipline, traditional, morality, and a stickler for rules with the aim of living for later. The Blue Niche individual of the Spiral Dynamics Integral may just view the COVID-19 pandemic as God's judgement on mankind and may therefore accuse the Red Niche individuals as fools to believe that it is a conspiracy theory. The Blue Niche individual will place more faith in the Medical Institution than of a researcher with vital life-saving methods.

6.3.5 *Orange – ER – The Entrepreneur Niche*

The Orange Niche of the Spiral Dynamics integral is explained in detail in Section 5.14.2.5 of Chapter 5. The Orange individual of Spiral Dynamics Integral seeks to attain control of their own lives, think of themselves first, with behaviour that enables them to act on obtaining material things or for any self-gain. Freeman (2018:7-9) places the status driven Orange Niche individual with part resemblances of Red Niche individuals, success being foremost as they are driven by greed and materialistic gain and express themselves with gusto. These individuals will walk over others to get what they want. The Orange Niche individual seeks rivalry and wants to be incomparable or unbeaten, behaves and acts in purposeful ways to gain rewards or find favour with superiors, and their main focus is oneself, one's own status, and self-image.

Observee 3, also part of the Gaslighting team, Gaslighting is addressed in detail in Section 5.13 of Chapter 5, was a perfect fit as the Orange Niche individual of Spiral Dynamics Integral, positioned at management level with great influence over executive management. Observee 3 could sweet talk one into jumping off a cliff with a smile and spin a story to others that it was for the best. This Orange Niche employee would 'dig up dirt' or manipulate any obtained information sufficient to convince others a certain member of the organisation is of ill repute and have them dismissed or

victimised just to gain favour amongst the higher authorities. Observee 3 could never be trusted even by so-called friends or colleagues and the majority of the employees viewed one as one 'with a forked tongue' who would 'stab you in the back as soon as you turn'.

Although the Beige Niche colleagues just followed instructions from the Orange Niche individual, the Purple employees in their revered state of management respectfully decided to stay clear of this Orange Niche manager. Red Niche individuals seemed to exploit this individual for personal authoritative gain, and one was left wondering 'who was using who'. Fellow colleagues from the Blue Niche of The Spiral were friendly towards this Orange Niche employee and went with the flow when Observee 3 was around; to the face they were extremely nice but did not trust Observee 3 with personal details or take for granted that what came out of this Orange Niche manager's mouth as Gospel. There were, however, some extremely gullible individuals who were eventually dismissed from the organisation on account of trusting the Orange Niche individual too much.

The reader is reminded that (🌀) is the name of employees blocked out to ensure anonymity. One of the RPs had this to say about Observee 3:

> "They never ask me; they take me and then I came here. Ꝑ and ꝑ made that decision…Say now I am working with 🌀, so I know I am 100% safe, but if he... I can't read 🌀 mind…like now, we 3 are working in the same office, but because you don't like me totally, so if there is a mistake then you have to point to me because you may be having a higher position, but you know I have the better qualification…so, these are the things that are killing our company. We only realise when the person is already gone. We never ask him why you want to leave, and I won't give you an answer why I am handing over my resignation letter, but inside I never explain to you. You can see how many people we have lost. I don't think we do the exit interviews. But here we only meet when we have got the braai so I don't think that can build the company…change is not the problem but how you address it. Please bear with me, I am not racist, but here is only a colour work, the colour work, it's true. I am not being racist, it's just true. If you come to them with something that will help the company and they know it will, they just won't take it until they realise oh, we were wrong. They will come back to what you first suggested, but they will bring it their own way, but it is the same thing you have given them through last year and this one takes the glory like it was his idea…"

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"This is the trick part, whereby, I am saying, we ask the questions, they only give you the answer when its suites them. They can only be your manager when its suites them. If things are going right, but if things go wrong, everyone pulls back. That's what's happening here. We got, if things are going smooth then they don't mind taking the phone and phone boss to say everything is okay but when things are going the other way, they don't do that. They run away. Why? That's one of the problems…I mean, this is not a spaza shop, this is a big company but when you go to him, he is not fair at all. It's not nice at all…"

Observee 3 constructively dismissed many employees in order to make oneself feel a sense of belonging amongst colleagues, always justified actions as 'I was just following orders.' How much of that statement was true is difficult to determine due to the 'forked tongue' reputation that this Orange Niche individual earned over a short period of time. This Orange Niche individual evoked the researcher's memory of Beck at al. (2018:58) and the importance of power alliances and the sense that they all have "won". It is assumed that the Orange Niche individual during the COVID–19 pandemic, will doubtlessly seek opportunities to make some profit out of the entire situation, like selling certain protective gear at an exorbitant price with 100% profit, not feeling guilty about the fact that the individual purchasing it needs it as a 'life or death' matter. The Orange Niche individual may accuse Blue of being stupid to trust the institutions and experts on anything related to the virus.

6.3.6 *Green – FS – The Humanistic Niche*

The Green Niche of the Spiral Dynamics Integral is explained in detail in Section 5.14.2.6 of Chapter 5. Freeman (2018:6) indicated that the Green Niche individual converges the materialistic emptiness of the Orange Niche individual with the re-establishment of the human bond, caring, fairness, openness, and the search for social community systems. Spiral Dynamics Integral Green individuals will self-sacrifice for the benefits of community and loved ones, living for liberty, harmony, peace, and equality. Their concept of the world being perfect, disadvantages them as they are incommunicado with the real world and its practicalities. Based on theory, the researcher classified two employees that emulate the Green Niche individual of the Spiral, RP3 and RP14.

RP3 has been in employment within the organisation over 6 years and is willing to conduct any duty designated by management. Always willing to assist others often to the detriment of oneself being behind with own duties, RP3 however sacrifices one's own time to catch up later. RP3 believes in teamwork and had a soft spot for others that are under pressure and bonded very well with others, resulting in these attachments causing emotional disturbances:

RP3: "…I think personally I get attached and people leaving …I won't say it puts me in a depression, but I do get sad and you kind of mourn and you miss them, but you know it's life so it's something I have to deal with. It does sometimes change the atmosphere and it could change relationships where you might not have had a good relationship with someone but after they left you develop a better relationship. It's difficult. I don't like it. Like a family, its people leaving, it's sad…"

RP14: "...You can't do things alone. We are here to work together. We are a company. We are brothers and sisters. We must work together in everything... Just look at that wastage outside, just thrown there. At least send it for recycling or re-use it for something else because that steel is rusting and affecting the plants there."

Compassionate, loving and caring are words used to describe RP14. The researcher noted that this employee of over 30 years in the organisation is one who likes to save for the organisation; saves paper, which is money; sacrifices one's own time by being the first one at work while others are still asleep so that this employee can get as much done as possible, before the arrival of others, assists others during the day when needed and ensures that everything is to perfection before time. RP14 places faith in God and sets aside early hours of every morning to pray for the success of the organisation and its employees. This breadwinner always illustrates great love and respect for the ₱ of the organisation, and it is observed that the feeling is mutual as a paternal relationship. RP14 will assist someone else that complains of about not having bread to eat with no concern that the money is actually one self's fare to get back home that afternoon. The words 'God will provide as I am blessed", were often recited by RP14.

Green individuals do not necessarily need to be seen as activists or environmentalists, evidenced the compassionate humanitarian side of the individual at this niche in Spiral Dynamics Integral. Beck *et al.* (2018) identified the Green Niche individuals as concerned with the caring dimensions of community, which led the researcher to observe the Green Niche's communal mind-set, during the COVID-19 pandemic. They are driven by compassion and empathy, with individuals volunteering to go on shopping trips for the elderly to protect the elderly as best they can from contracting the virus, and simultaneously showing care towards the emotionally vulnerable during the isolation. Green Niche individuals may seek to try and save the world or assist everybody, utilising their own small remuneration during the lockdown. They may be upset with the Orange Niche individuals for not caring about human lives.

6.3.7 *Yellow – GT – The Systemic, Integrative or Flex-Flow Niche*

The Yellow Niche of the Spiral Dynamics Integral is discussed in detail in Section 5.14.2.7 in Chapter 5. Viljoen (2015:88) branded the Yellow Niche individual as 'chameleon-like' for the quick and functional adaptation to the requirements of the external environment. Yellow individuals have the ability to be flexible whilst they see the big picture which enables them to transcend to any niche including lower niches to relate and work with everyone. Although the Yellow individuals can identify with very low niches, they question yet accept while searching to simplify chaos with integrated and sustainable solutions. They enrich themselves with knowledge and information, improving themselves mentally and emotionally than have material gains thus their lives are fulfilled with synergy. RP13 is the only employee who reflects being a Yellow individual of Spiral Dynamics Integral. RP13 is an employee within the organisation over 36 years and represents true loyalty while being extremely confident to vocalise what is factual and knows when to draw the line on situations deemed fallacious. Faith, hope, and tranquillity emanates flows from this individual with wisdom and understanding of one that has developed over many years of hard-core experience. RP13 is well-loved and respected by all within the organisation and tends to manifest potential to be a great leader someday.

> RP13: "…it does affect me personally. Yes. Sleepless nights – not all the time though. You know you love your work; you want everything to work accordingly because you love your job. I'm not going to pretend and say sometimes I do have sleepless nights, sometimes… Yeah, I

have worked for Krost for a long time, and I would want for this company to be a family, to be a family to all of us here. How does that happen – communication, when things are brought into place, we must be well informed, and the leadership should listen to our views if we have any and if we have questions, they have to answer questions and all that so it must be a warm place to work in…"

This Yellow individual is good with people however the Orange subordinates saw RP13 as fickle whilst the Blue individuals viewed RP13 as not giving enough structure and is too relational. RP13 is delightfully ingrained in the Yellow Niche and will not transcend for a good few years into the next Niche. Beck *et al.* (2018:26) asserted the Yellow Niche individual is true to oneself with a life that is full and responsible, appreciating the splendour of existence instead of seeking materialistic satisfaction. During the COVID-19 pandemic, Yellow Niche individuals may seek the speed and agility of execution that a Red Niche individual possesses, the massive trust that Blue Niche individual portrays, the innovativeness and accountability possessed by the Orange Niche individual and the all-inspiring manners, values, and compassion from the Green Niche individual.

6.3.8 Turquoise – HU – The Holistic Niche (the Transcend from Yellow to Turquoise)

The Turquoise Niche of the Spiral Dynamics Integral is explained in greater detail in Section 5.14.2.8 in Chapter 5. Delving further into theory, the researcher encountered the explanation of the Turquoise Niche individual by Freeman (2018:10) as an absolute connection between physics, biology and spirituality creating a whole new level of holistic awareness. The Turquoise Niche individual of Spiral Dynamics Integral unites all other Human Niches operating with Global consciousnesses, seeking others that are like minded even though one is aware that they are in the minority and that one's views are often misunderstood or poorly understood. These Turquoise Niche individual's view of the world as a global village enables one to unify the other Human Niches with ease as they pursue 'the theory of everything'. This individual portrays a safe, orderly world with restored Harmony with thinking systems that inflates the thinking to the limit of human consciousness thus becoming spiritual again, simultaneously being practical. The Turquoise individual has the ability to blend feelings with technology, access the world and maximises the brain whilst brining the past to life.

The researcher, after many years of employment within the organisation, had over the last year of employ transcended from the Yellow Niche individual into the Turquoise individual. The researcher has always worked during the day at a normal job and studied at night to obtain various certificates, diplomas, and degrees; and will continue to gain knowledge and intellect through studies until the day the researcher is called to rest permanently in heaven. The researcher therefore was exempli gratia at that time, of the Turquoise Niche individual within the organisation during the research process. The researcher reserves the right to relate her narrative before, during and after the transcending from Yellow Niche to Turquoise Niche. The reader is reminded that these are the personal views, experiences and opinions of the researcher and there is no right or wrong position.

The researcher was initially employed at the organisation as a Financial Manager and was soon promoted to Executive Director (Finance) of the organisation. In the many years of her employ within the organisation, especially with the position as Director, the researcher was privy to intricate and undisclosed information, experiences and escapades which enabled the researcher to obtain an all-encompassing view of the organisation as a whole and the Value-Driven Behaviours linked to it. The researcher, with an open-door policy that was adopted from the CEO of the organisation, was normally preferred by employees amongst the many managers and executive employees. These employees included factory workers, cleaners, administrative employees, middle management, and senior management. Employees' responses when questioned about why they chose the researcher were that they felt more comfortable speaking to someone that they trust and know, who 'will not tell the whole world their problems, and someone who will speak to them in their language as an equal human being'. The researcher at the relevant times offered advice on personal matters that eased issues at home, thus making the employee pleasant, happier, and more at ease to work with while the employee was at work, because the researcher believes that it is important for employees to be happy both at home and work so they can produce better products, work with better concentration, and not pass on negativity onto other employees.

The researcher often advised the employee to rather approach their immediate supervisors, and some of the employees' responses were:

"…let's say I am looking for help from other managers, I'm not satisfied, or I am not happy with the thing that they are giving to me. Is it the right decision to just jump and come to you to talk about this…okay, so is that not going to affect me on my job? If there is some action or some other thing, maybe that manager fails to help me. He knows now that I jumped to the upper level, the reaction of him or her, like say I am getting attacked now…"

The reader is reminded that (Ⴔ) represents names of managers and is blocked off due to anonymity.

"…that's what's happening here. We got Ⴔ (represents managers names), those 3, if things are going smooth then they don't mind taking the phone and phone CEO to say everything is okay but when things are going the other way, they don't do that. They run away. Why? That's one of the problems. They mustn't just come on the Christmas day only, they must be here even on normal days, when it's very cold. But they just like only on Christmas days…complain with who? You can take it up, with who? Ⴔ (Ⴔ represent a manager's name), (Mentioned one of the managers names), that one, same church members, different pastor. I rather ask the cast that just goes around in this yard. No, there is no faith in management. … I rather ask the cast that just goes around in this yard…this one (pointing at one of the executives) is like big headed…"

"…to be honest, our company has the potential to grow but the problem is we do not understand where to go. Krost Shelving, like now you can go downstairs and say you need this, you don't know who you should speak to. Who should be helping you? A person that has to take responsibility…"

The transcend process from Yellow Niche to Turquoise Niche, for the researcher, was still in progress during the time of the research while in employ at the organisation, as the researcher adapted at different stages to different niches of the Spiral depending on the situation at that specific time. The researcher was thus working on methods and ways personally to cope with unifying all the niches. The deep immersion into spirituality had shed new light on many aspects both globally and holistically while seeking others that are in accord with the researcher. The researcher no longer is in the employ of the organisation. The organisation itself has evolved into an unexpected state

regarding the management of PsyCap, human mental and emotional state of employees, regression of innovation and many relevant links to the employees themselves. The researcher no longer identified with any form of executive employees, senior management or management who had the like mindedness or understood their thinking systems, respectively. A Turquoise Niche individual, during this pandemic, may portray values such as the meaning of life itself is other individuals, seeing the bigger picture as a whole and how this pandemic is affecting humankind, thus this individual will go on a month-long dry fasting and praying rituals while seeking means and ways to end this pandemic for the entire universe. Turquoise Niche individuals will identify with other individuals with the same qualifiers to save humankind by utilising the combination of all the niches in the Spiral Dynamics Integral to determine a solution to end this Pandemic.

6.3.9 *The Organisation as A Whole Linked to Spiral Dynamics Integral*
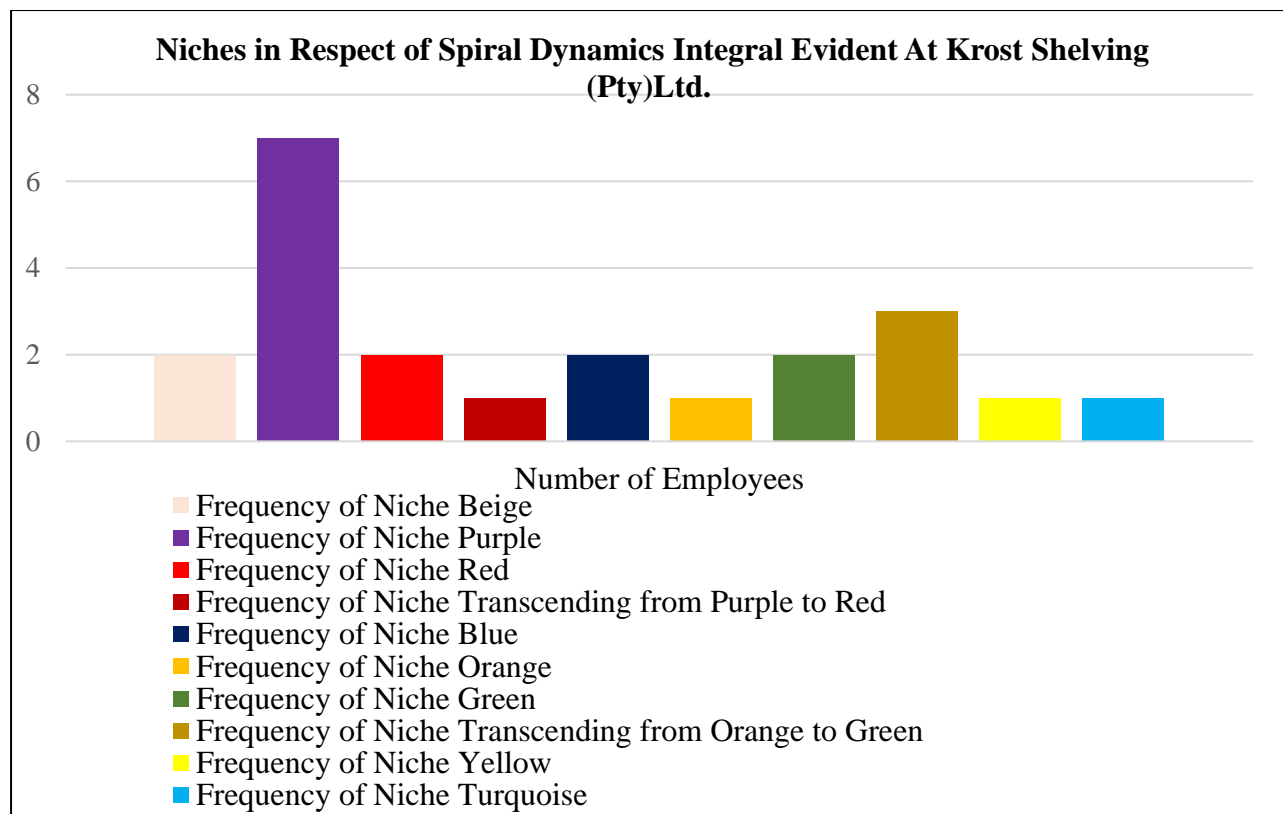

Figure 6.7: Bar Chart – Human Niches in Respect of Spiral Dynamics Integral Evident at Krost Shelving (Pty) Ltd.

Figure 6.7 depicts the Bar Chart of the observed Human Niches of the organisation, Krost Shelving (Pty) Ltd. The researcher, inspired by Playfair (1786) that initially introduced the Bar Chart,

designed Figure 6.7 from data retrieved during the research and utilised this to analyse the organisation accordingly. Each Niche is represented by the Colours assigned to the Niche (Don Beck, 1996) and the horizontal bar of each colour represents the number of employees seated at that level of the Niche. The colours were depicted as close as possible to the original colours that were available on the bar chart system available to the researcher. The researcher referred to theory, especially Viljoen (2018) and Maalouf (2018) in the book *Spiral dynamics in Action*, to correlate the findings of the research and develop this bar chart, Figure 6.7.

a) Beige Niche

The researcher is taken back to the life experience of Maalouf (2014:60) on the Beige Survival Bands, where the heightened instincts of individuals during difficult times regress to top priorities - food, water, warmth and safety. The Beige Niche engages for a very short duration of time only for the purpose of survival so their attention span on the future change initiatives plans may drift into another sphere, and with only two employees seated at this Niche, it is simple to deal with these individuals. These individuals are most likely the providers on the home front so the natural instinct is just to earn enough to feed the family with no intention of moving higher up in the hierarchy of the organisation. Communication entails physical contact; however, they may be prone to hearing and believing what comes via the grapevine and base their decisions on that. Motivation falls along the lines of recognition of what talents and intellects evident and highlight these to the individual on how it may be used to succeed in change initiatives. Rewards for the Beige Niche will come in the form of a grocery voucher.

b) Purple Niche

In the book *Spiral Dynamics in Action*, Maalouf (2018) relates back to the attempt of bringing communities together in the Middle East while addressing the communal Purple Niche individuals in the working environment with the complexity of 'being one' portraying contradiction when a compliment is passed to a specific employee, bringing down rage upon them. The Purple Niche engages only to provide for the needs of their families and the community. Seven of the twenty-one participants are comfortably seated at the Purple Niche within the organisation. The communication processes with the Purple Niche should first be identified with the chief or leader of the group or clan and since the Purple Niche have a collective sense of their peers that are

supportive, it will be best to gain insights into who the leaders of this small group is and approach them with what needs to be communicated with the rest of the Purple Niche group. When communicating with the Purple Niche, the experience must be appealing towards their loved ones or family's harmony and safety, following the similar patterns in respect of motivation. Offering the use of one of the small company vehicles to the employee for their or families safe travels to and from the original ancestral or traditional functions when the need arises, would score very high esteem in the Purple Niche's eyes.

It is important to gain the trust and buy-in from other team members that are also in the Purple Niche to steer the rest of the group in the direction that is required to make the change initiates a success. The Purple Niche individual will relish an award presenting ceremony when they have accomplished something major, hosting the event inviting their families, elders, or chiefs to sow recognition of the beliefs and traditions. Good management skills will include the promotion of the Purple Niche's work group leader to be a supervisory position within the organisation or allocation of tasks that they deem o be of authority to their leader. The respect and loyalty gained thereof will not ever be frowned upon. It is important to ensure that the Purple Niche feels like the organisation is a family oriented one, for 'we are family, we are one' is the creed.

c) Transcending from Purple to Red Niche

The Purple-Red Niche individual evident within the organisation is actually transcending from Purple Niche to Red Niche. Maalouf (2014) mentioned when problem-solving draws to an end, the Purple Niche individual starts to transcend into the Red Niche. The individual is busy exiting the Purple Niche with intentions of leadership looming in the Red Niche and may start dreaming of breaking away from the pack and taking action to boost the ego. The traditional mystic and supernatural beliefs are starting to fall away and be replaced by enchantment with power gods like Zeus, the resultant of the fault finding in the traditional leaders of the group, with the growing tempers and vengefulness of the Purple Niche leaning more and more towards the Red Niche psyche. The Purple Niche has now gained self-confidence and built on the ego, with the appeal of Red Niche's elevation of raw, individualistic power, making the Purple Niche realise the 'I Exist' concept and 'I am ready to take over the world'. The best form of communication, motivation and

rewards towards the Purple-Red Niche is to appeal more towards the Red egotistical, power seeking, authoritative being than to submit to the Purple Niche of group mentality.

d) Red Niche

The Red Niche Individual will engage only if Red Niche individual feels that they may win or gain power from this engagement. Grounded in literature of the Red Niche individual, Maalouf (2014:64), finds that in their quest for power, glory or wealth, these individuals master the art of justifying their actions to obtain a specific prize. The two such Red Niche individuals are easily identified by their actions and behaviour, commands barked down upon their subordinates, who to them are just a means of getting the dirty work done so that the Red Niche shines through as the one to gain the awards. Red Niche individuals will always want to be of recognised authority that is respected, revered or even feared, not stopping to realise that 'respect is earned and not just given' or fear does not necessarily lead to respect. Communication with Red Niche is best another Red with even higher authority than them, the 'Red deflates Red' attribute works well. Especially when Red Niche 'gets onto his high horse' and rants and raves, flinging his toys out the cot, his higher authoritative figure may only need to walk into the room to put an end to the misappropriation of power.

Change initiatives or any information that is vital to the organisations' flows must be communicated to the Red Niche individual by their superior or the owner of the organisation, the best form of communication for the Red Niche individual is their straight talking, no nonsense tolerated: this is the Big Boss. Great motivators for the Red Niche individual are immediate compensation in the form of project profit bonus, a higher title like head of project division or rewards like a weekend away if this task is completed by this specific date. Since Red Niche individuals thrive on personal power, calling up a staff meeting to announce that the last project success was due to this Red Niche individual, will boost the ego and set motivation for the next task at hand. These employees will only seek leadership from the owner of the organisation or someone higher up than themselves that have enough clout to promote or reward the Red Niche individuals when required. The Red Niche employee will gladly pack up and leave for a higher position in another organisation and just as easily retract their resignation if something of more

materialistic value is offered as a counteroffer, which does not speak much of their loyalty to the organisation as such.

e) Blue Niche

Culturally blind Blue Niche individual's belief of only their systematic rules and laws, Freeman (2019:9) are the most appropriate ways to appease society; however, this is done with a very black and white outlook. Blue Niche Individuals will engage if the rules are obeyed, if the ethics of the organisation are justified and if there are extensive incentives. Blue Niche personae are generally found in places like the army to serve the country with honour, obedience and self-sacrifice being their forté; however, the Red Niche individual also exists in the corporate world. Two such employees are a part of Krost Shelving (Pty)Ltd. Blue Niche individuals will set certain rules if they are not in place within the organisation and will be offended if these rules and processes are not followed because they are sticklers for rules and regulations. The communication with these individuals will entail orders, rules, and regulations coming from the higher authority that follows the chain of command. If a task is allocated to the Blue Niche individual by the owner of the organisation, their top priority will become what was handed to them by the owner of the organisation, revered and respected authoritarian.

'Always Faithful – Semper Fi' aptly describes the Blue Niche individual, loyal and faithful in all that they do, with righteousness, obedience, discipline, and self-sacrifice psyche manifested. These individuals are good humans from the organisation's perspective, that possess qualities of leadership by example and endless loyalty. Motivators are linked to the going concern of the organisation, stability of their jobs within the organisation for many years to come and freedom to create or develop new processes that take time and is a challenge. The self-sacrifice of these Blue Niche employees praised which also deemed a good example to those that view them as Role Models. Ironically, rewarding a Blue Niche individual is by handing over more long-term tasks that only they are capable of succeeding in completing.

f) Orange Niche

Orange Niche individuals will engage only when they see this as a way and means for personal gains, utilising the engagement as a vehicle to optimise the system. The Orange Niche individual

conveys the personal power which is attained from Red Niche and ambitious existence acquired from Blue Niche, relishing in competition with every intent of winning all the time. In comparison to the Red Niche individual, the Orange Niche individual will not outright murder for your possessions, Freeman (2019:10), but rather achieves the happiness of materialistic gains through brute force. Communication process will best be suited by enquiring who the Orange Niche admires or sees as a mentor within the organisation before approaching, as they may only be enticed into doing something other than that for their own personal goal up the hierarchy ladder, is to be advised or commanded by a well-respected (in their eyes) professional. The appeal should be that of a competitive advantage for the Orang Niche individual, with promise such as profit shares or a reward of something that is faster, newer, or better laptop, for example, with a motivational front throwing in opportunities of a higher position in the form of a promotion that includes an increase in remuneration. The one Orange Niche individual at the organisation will remain loyal to the organisation and to the leader on condition that all the personal achievements are seen as beneficial to the organisation and are greatly rewarded.

g) Transcending from Orange to Green Niche

The realisation of limitations and toxicity of the Orange Niche Individual, Freeman (2019:11), Maalouf (2014:85) and Graves (1974:72-87) enables the 'Momentous Leap' to the Green Niche with the 'I' aspect being replaced by 'We'. The three employees at Krost Shelving (Pty) Ltd that are not fully transcended as yet (Orange-Green Niche) into the Green Niche portray images of loneliness as a resultant of constant competitiveness and seemed to be weighed down by others needs and encroachments within the organisation. Orange-Green Niche view teams as a seldom called upon leverage only when in need of a shoulder to cry on. During this transition, they seem to calm the waters on tough situations with the image of a fine concierge at the forefront, with the Orange Niche more predominant in strength of the saying such as, 'I will pick myself up, dust myself off and start trudging along again'. However, the green Niche seems to be pushing to the front more frequently of late, caring for others who may be having a bad day and taking them under their wing to mentor and encourage them. The pangs of guilt appear when the 'I' becomes 'We' within. Communication should include appeals to the 'We' aspect with encouragement of liberation. Motivators should include both the Orange Niche and the Green Niche influences for

example an electric vehicle, which is a newer type that appeals to Orange Niche and simultaneously to Green Niche due to saving the ozone layer with less fumes.

h) Green Niche

Green Niche individuals engage if the is evidence of growth dynamics and inclusiveness, as their beliefs is the liberation of all human beings, by promoting a sense of unity while revitalising spirituality and initiate harmony. The crisis of consciousness is manifested by the Green Niche individuals, according to Maalouf (2014:80). Freeman (2019:12) in agreement portrays the collectiveness of the sharing and caring resolve as a true spirituality understanding to solve world issues. The two such employees within the organisation that are seated firmly in the Green Niche portray communication methods that include enlightened work colleagues and are receptive to feelings or emotions of the people within the same environment. Green Niche individuals want to share their understanding of the inner self by enhancing the sense of belonging in the group, building trust, openness, and exploration of real and authentic emotions of other individuals. The motivation elements will include teamwork, being able to participate and be involved in decision-making, especially on projects that affects corporate citizens, the community or the environment with sensitivities and tolerance at the forefront. For example, the wastage of the materials is a vital aspect to be discussed as it not only affects the profits of the organisation but the weakening of the ozone layer. Loyalty for the individuals with the Green Niche or centre of gravity, to the organisation, is based on the group inclusion and involvements on how we all are working together to save the world through the daily routines we follow: Stop wasting paper as you are chopping trees unnecessarily.

i) Yellow Niche

Theoretically, in the stimulation and complete awareness of Yellow Niche individuals, Freeman (2019, 2020) allows for the comprehension of other perspectives through "functional analysis and intuitive logic", Maalouf (2014:88). Yellow Niche individuals will only engage if they are still working within the organisation and based on that, if they can utilise the system as a whole. The only Yellow Niche employee within the organisation is focused on the natural flows and forms, emitting independence, knowledge, and care in a realistic sense. The Yellow Niche Individual may at different times and reflect different Human Niches in the Spiral Dynamics Integral, which is rare

yet exist. The Yellow Niche individual, possesses the sense of successful huma living that Beige holds, adapts to Purple Niche greetings and group neediness; tolerates Red Niche's arrogance; pays attention to Blue Niche's agenda-setting and policy conformities; accepts Orange Niches strive for higher position tactics and slot into Green Niche's warm hugs and care for the environment. Although the Yellow Niche individual is independent, there is a need for other people, but not in an emotionally needy way as Green Niche. The communication towards the Yellow Niche individual should entail a holistic approach with facts, the bigger picture scenario, and complete systems integration for both this knowledgeable, experienced individual and the organisation as a whole. The biggest motivator for the Yellow Niche individual is that trust is placed in them, trust that they will do what's right and best for the organisation as best as one chooses. Rewards linked to the Yellow Niche individual will entail gratefulness and encouragement more into the same field as was designated by the Yellow Niche itself. The Yellow Niche individual is at a standalone stance currently within the organisation and relies heavily on own knowledge and experiences.

j)   Turquoise Niche

In accordance with Viljoen's (2015:79) explanation of Turquoise, there is no need to use words when an alternative world is being experienced by the esoteric. Freeman (2020:4) mentioned that although the Turquoise Niche individual has not been completely well established into the Yellow Niche, the inclusion of all prior niches is evident. The only transcend to the Turquoise Niche individual, was the researcher during a period, that is now no longer employed at the organisation, engaged in all aspects of the organisation, depending on whether the invitation was extended to one or not. The Turquoise Niche individual is an extremely rare individual within any organisation and holds beliefs that oneself is a part of a larger, conscious, spiritual whole and is also compelled to serve oneself. The Turquoise Niche's minimalistic living requirements together with the Global networking is viewed as a routine, allowing for the fluid manoeuvring between all other Niches of the Spiral Dynamics Integral. This collectivism of the Turquoise Niche exercises the feelings and emotions again with sensitivities like trusting of instincts foremost, and seeks to access the full mind, body, and spirit healing mechanisms.

The Turquoise Niche individual possesses views that the world is interlinked and uses a binding and communication process that is yet to be understood. Viljoen (2015:77) suggested that a study

of the movie *Avatar* benefits the reader in greater understanding of the Turquoise thinking system. The discovery of a new version of spirituality enables the Turquoise Niche to stand in awe of the cosmic order and creation, thus allowing the macro-view of the world and human beings' existence portfolios, with abilities to amass and process chunks of data while searching for the deepest trend lines, subtle thought processes and energy patterns; therefore, they are assets to any organisation. All of the descriptions of the Turquoise Niche individual fits aptly into who the researcher is and the reader is advised to read the researchers story in Chapter 8. The right brained Turquoise Niche adds value to the next generation thinking systems to come. Viljoen (2015:78) further asserted that Turquoise may never be manifested in the corporate world nevertheless probably in an individual leader portraying a consciousness of oneself, society and the universe.

k) The Niches

Studies show that businesses are supremely governed by Orange (healthy and unhealthy) values of Spiral Dynamics Integral. The fifth Niche, Orange thinking systems within certain organisations expose short-term and speculative thinking, especially if *only money matters* or *get rich quick schemes* are the basis of the organisations functionality. Unlike in the Third Niche, Red system, where the owner controlled everything completely, the Orange Niche organisation relinquishes the production processes from the owner of the organisation to another executive or management level employee, and it is inevitable for the latter to neglect the interests of the owner, concentrating only on lining one's own pockets, thus slowly causing dysfunction within the organisation. Long term sustainable practices are re-aligned to values such as maximising shareholder value only. Gone are the days of satisfaction of the best work and quality; this is replaced by satisfaction of upper-level remunerations only. Executives with technical and industry knowledge have given way to ones with charisma and financial knowledge with intellect based only upon driving up the prices of products, justifying the concept of strategically pursuing money and very little else. The sample number of this research is 21, which does not include the researcher and the transition to the Turquoise Niche Individual during the research, portrays the researcher's Niche. This is included in this section as it ties in with The Researcher's Story at the end of this thesis.

Research has shown that an organisation with long term investment goals namely research and development and future production capacity lapses comfortably into the healthy Orange Niche.

The healthy Orange life conditions include an open system, empathy for others including the PsyCap or employees within the organisation, quality products and valued productive output with long term goals of sustainability. Employees are allowed to share ideas and views on certain new aspects, including the potential risks of failure. However, the organisation is being pushed into the typical Orange Niche organisation, the usual 'How do we make money?' concept remains dominant. Krost Shelving (Pty) Ltd is a family-owned organisation with an embedded culture that is not easily susceptible to change. In the most recent years, the appointment of two non-family members as Directors of the organisation, especially the first ever female Director in over 65 years of the organisation's existence, threw the culture off balance. The ripples in the pond magnified the true colours of the organisation as a whole. Generally, organisation's values are influenced by power, greed, politics, and the concept of 'only money matters.' Lately, this family-owned organisation has fallen prey to the latter. The organisation is aptly categorised as an unhealthy Orange Niche. What was once an organisation that took pride in quality and being a family business, has become ruthless of empathy and values of late.

Organisations use the concept of 'Resign or be Fired' and 'being Fired', means you will never get another job again, or 'out with the old and in with the new', 'cut costs at all costs', which technically and financially often does not make sense. The organisation loses employees with skill, experience, loyalty, and commitment to save a few thousand Rands on remuneration. However, promoting or employing new employees who are unskilled, inexperienced, need training, cannot work well under pressure, and do not know how to handle any situation, causing more disaster and harm than good, will cost the organisation millions of Rands and time, compared to the thousands saved on remuneration. Again, this is, in the words of the research participants, 'Penny wise and pound foolish'. When an organisation loses an experienced and skilled employee normally, the replacement should be one of elevated ranking in all aspects to take the company to the next level, in line with competitive advantage. Sadly, this was not the case. On account of the retirement of two extremely skilled factory managers, the trend of re-producing original orders began.

"Previously errors were easily detected, by ✿ and ✿, who were experienced employees, prior to the manufacture of the products. The loss of all these skilled and experienced employees is affecting this company. In situations where a project should be making a huge profit, it was now

making more and more losses. Wastage because of the errors or mistakes have been noticed by all of us here over many years and we are passionate and worried about the future of this company. This is our livelihoods."

"…Ѣ doesn't know how much money we are losing for jobs we are doing 'cos they keep fixing up mistakes and then when somebody leaves, they blame that person. It is very wrong…I watched the others; one by one employees are going and the way they leave which hurts me the most. They get treated like dirt before they leave. Why?"

"…the mistakes that the people make, and all that Ѣ doesn't notice. Just chuck it away, nobody knows about it…the scrap, that they throw away. Why they are throwing scrap away. You can sell it for a certain amount – per kg or something. You can make a hell of a lot more money..."

Organisations in a healthy Orange Niche delve into obtaining successful mentors, professionals who are credible and so called 'gurus' of the industry who boast prosperous self-images from tried and tested personal experiences that potentially introduce a successful change implementation. Employees need leadership that they can look up to follow and mirror. However, the organisation tends to promote or employ management that generate fear amongst the employees to a level where they can no longer do their jobs to the best of their ability. Instead of employees turning to mentors or leaders for assistance, they shy away from the duty completely or perform the task regardless of the outcome that includes error and loss to the organisation.

6.4 Conclusion

Theoretical assembly was the birth to this chapter resonating the picture painted, utilising the data to evaluate and discuss the results which included subsections change awareness, management of changes, communication, factors of change and feelings towards the changes. The researcher then linked Spiral Dynamics Integral and the Human Niches in Operation within the organisation, relating the relevant colours of the Spiral to certain individuals, and thus indicating the array of personalities, attitudes, and behaviours. Sub-sections 6.3.1. to 6.3.9. demonstrated the array and the typology of behaviours linked to the individual and the organisation as a whole, showing the culture adapted without consideration of the vast array of personalities that affect change. Different

dynamics and different thinking systems or Human Niches within the organisation were displayed during these in-depth interviews and the disconcerting factor of these different thinking systems is that the organisation is totally unaware of them. For the many years of its existence, the organisation's processes and procedures never catered for different thinking systems. Although employees arrived at the same end point, the organisation did not understand the different thinking systems involved to arrive at that same end point. It is critical for organisations, leaders, and managers to understand the different thinking systems and Human Niches to ensure that inclusivity leads to positive change indicators and success. Chapter 7 unravels and explains The Interconnectivity Framework and the Categories that emerged during this study.

CHAPTER 7:

THE INTERCONNECTIVITY OF CHANGE FRAMEWORK AND CATEGORIES EXPLAINED

7.1   Introduction

The researcher composed The Interconnectivity of Change Framework, Figure 7.1 that identifies the links between Change, Communication, Value-Driven Behaviours, Leadership, Spiral Dynamics and Human Niches and Employee Emotions. The reader is referred to Section 7.1 for an in-depth understanding of The Interconnectivity Framework. This chapter, therefore, introduces and delves in The Interconnectivity Framework, compiled by the researcher, and also addresses the explanation of the categories that were developed during this research. As indicated in Chapter 2 regarding the coding process, open, axial and selective coding was the first step of the interview coding in accordance with Charmaz (2008), enabling the researcher to question the 'what was happening' aspect and the theoretical categories that emerged. Categories were developed through the processes of synthesis and coding. In this chapter, an attempt is made by the researcher to recognise the gaps in the current literature when comparing existing literature to the research data. The categories that follow are the products of open, axial, and selective coding.

7.2   The Interconnectivity of Change Framework

The Interconnectivity of Change Framework, one of the major contributions to this study, was composed by the researcher. This framework accentuates the association that exists between Change, Communication, Leadership, Spiral Dynamics Integral and Human Niches, Employees Emotions and Value-Driven Behaviour. The Interconnectivity of Change Framework was conceptualised to assist organisations with the success of change initiatives. This framework was generated, by the researcher, on the basis of major findings and literature review in chapters three, four, five, and six. Figure 7.1, The Interconnectivity of Change Framework, created by the researcher, is displayed next and the interconnectivity is explained thereafter.
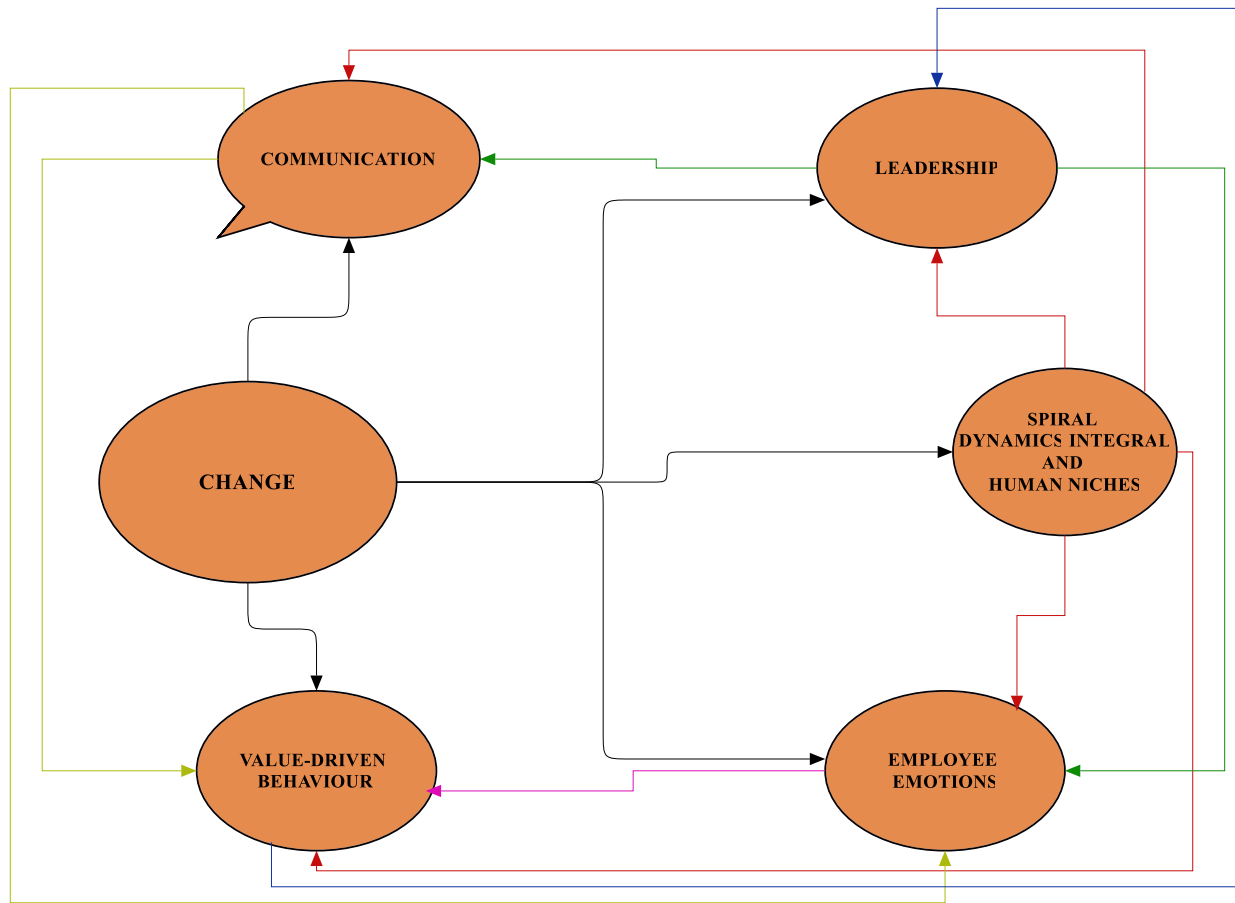
Figure 7.1: Interconnectivity of Change Framework

Figure 7.1, composed by the researcher, demonstrates the Interconnectivity of Change Framework within the organisation, that emerged during the entire research process. Change within any organisation is inevitable and often unpredictable. Leadership is often portrayed as the most important aspect of change. However, with the human factor, there are many other elements manifested that affect the results of change. Figure 7.1 displays the interconnectivity of various elements linked to change and the success of change are dependent on these elements. In isolation, none of the elements mentioned in Figure 7.1 would ascertain the success of change within any organisation. When addressing change, human factors must be featured in strategic planning and leadership elements for the change to be a success. Change has the powerful connection to Communication, Leadership, Spiral Dynamics Integral and Human Niches, Employee Emotions and Value-Driven Behaviour. Hence, Spiral Dynamics Integral and Human Niches played a critical role in establishing the employees frame of mind. The impact of Spiral Dynamics Integral and Human Niches, Communication together with Leadership skills, determine the outcome of change.

The connectedness of Change, Communication, Leadership, Spiral Dynamics Integral and Human Niches, Employee Emotions and Value-Driven Behaviour is discussed in the following sections.

7.2.1 *Change*

The one guarantee that an individual or an organisation will always have, is the inevitability of change. Rehman *et al.* (2021) declared that the profitability and the organisation remaining as a going concern is dependent on its ability of successful change. Reason for change within an organisation may be the company's restructure, strategy placements, competitive advantage, the economy, improve customer satisfaction, implementation of policies and procedures, technological advancement, or cultural diversity. Regardless of the change being transformational, planned, emergent, incremental, strategic, radical, continuous, discontinuous, developmental or transitional, change entails letting go of the old ways and adjusting to the new ways. Therefore, fundamentally, it is a process that involves effective people management. The recognition of the human element must first be established.

Figure 7.1, The Inclusivity of Change Framework, reflects Change as the main link to Communication; Leadership; Spiral Dynamics Integral and Human Niches; Employee Emotions and Value-Driven Behaviour. The link to each other may have a positive or negative impact on each element or change itself. The researcher, with numerous years of managerial experience, has seen many organisations fail at the success of change initiatives. The main concern is that organisations fail to recognise that everything is linked to the human element, like the connection between employees, leaders and most significant resource of all, communication. The connectivity between change and communication has become critical in many organisations. Every change initiative should be communicated appropriately, in different forms and abundance to every employee within the organisation. If the change initiatives are not communicated to employees, the repercussions may be disastrous. The change initiative, why the need for this change, how it is to be done, and the benefits of this change initiative must be communicated to the employees. Employees are unable to perform duties that are required for the change initiative if they are not appropriately informed and will just continue their normal duties which leaves the change initiative at risk of failure.

Employees are dependent upon their leaders in respect of communicating the relevant information to them, relieving the stress and pressure of the change within the organisation by strategically planning the change and issuing the steps to be followed for the process. Managers and leaders first need to grasp and understand the change initiative in order for them to convey the correct information to employees to achieve successful change. Leadership's role in change initiatives is one of great responsibility to ensure planning, strategies, processes, relevant information and time line is in order before the change initiative. The success of the change that occurs within the organisation is partly dependant on leadership. The relationship between the leaders and employees could work in the favour of the change initiative or could create resistance to change thus leading to failure of the change initiative or the complete shutdown of the organisation.

Change is often considered to be inherently paradoxical, forcing individuals to dispose of their comfort zone allowing the void to be filled by change, thus enabling vicissitude to be attained ensuring sustainable change. Spiral Dynamics Integral and Human Niches must come into play within the organisation to determine the archetype of individuals currently in the employ of the organisation, how to address their different thinking systems and best ways of communication with this diverse set of employees. The idea of any change within the organisation may stimulate emotional responses, with employees and managers feeling a personal loss of control of their routines, or what additional workload will be expected of them and most importantly is their insecurities of job loss. This naturally emotional phase for employees could include added stress and anxiety, which affects their behaviour. To enhance performance and achieve goals, individuals may make their personal values their anchor for any behavioural decisions. This is Value-Driven Behaviour that consists of an individual's mindful awareness and mindful attention that enables true meaning to sacrifice.

7.2.2 *Communication*

Within an organisation, communication initiates synergy to promote enhanced understanding of what needs to be achieved and also eases the change initiative process. Communication serves as a building block or foundation to a successful organisation, assists employees and managers to perform their duties and responsibilities with ease, promotes cooperation and develops a sense of belonging among the employees. Effective communication is most essential for all employees, at

every level, to share the same goals and vision of the change initiatives. The communication process may be oral or written and may be conducted face to face (individually or in a team meeting), telephonically, via email or memorandums posted in every department within the organisation. Managers that serve as leaders must ensure that they communicate all the change initiatives, plans, objectives, processes, timeframe, and end goal to their subordinates.

The researcher established one of the key elements of change within Krost Shelving (Pty) Ltd, was Communication. The absence or lack of communication has led to employees' insecurities, employees' negative attitudes, their own perceptions of what needs to be done and many failures of change initiatives. Often leaders or managers do not communicate all relevant information in a proper manner with an assumption that the employees already know what the change is. Groundwork for any change should begin with the communication channels being open and precise. Employees may conclude on their own perceptions of the objectives and how to make the relevant changes, which eventually leads to failure. The majority of subordinates respond and accept anything that is communicated face-to-face. Communication is the most challenging element, however if executed correctly can ensure successful change. Therefore, any change that is not communicated properly from leader to subordinate also affects the outcome of the changes within the organisation.

During the planning stage or even upon the initiation of the change process, stakeholders, executive members and managers may identify and assess an alternate course of action and this can only be achieved through effective communication. Employees are motivated and receive clarity on what needs to be done once they have received all the relevant information regarding the change initiative. Effective and efficient communication to all employees assist in moulding and altering their attitudes towards the change to one that is positive and exciting, taking the change initiative one step closer to success. The responsibility lies with managers to identify, analyse and solve any issues that arise as part of a communication barrier. The top priority of managers, before the implementation of change, is developing and maintaining an effective communication system within the organisation. Without communication in an organisation, the image that comes to mind of the researcher is that of 'hamsters running on wheels', or employees running around like

'headless chicken' not knowing what to do. All in all, effective communication ensures a successful change initiative.

Leaders should adapt more leadership skills by utilising Spiral Dynamics Integral and Human Niches to better understand how each Human Niches individual (employee) should be addressed within the organisation in respect of communication. Beige Niche individuals would prefer communicating via physical method while the Purple Niche individuals would want the leader to narrate the full process of the change initiative together with the end result in the spoken form such as storytelling. Communication to the Red Niche individuals will comprise of flip charts or PowerPoint presentations that are flashy with images rather than words. Blues Niche individuals requires rules and regulations from an authority figure so the best way to communicate any change initiative may be in digital language (so that they have it in writing) from the person they respect the most, the owner of the organisation. The change initiative should be portrayed to the Orange Niche individual in a materialistic motivational manner like the rewards at the end of the successful change is a brand-new company vehicle. Green Niche individuals however, a gentle approach is required, appealing to the sensitive emotional side. Yellow Niche individuals are happy to hear how the change initiatives is going to connect across the field in a holistic way with success.

7.2.3 *Leadership*

Another key element that emerged during this research was leadership or management. Prominent leadership characteristics such as inefficiency, power and 'just do it', promulgated frequently during the in-depth interviews. "Organisations should start managing change long before change implementation", DeLonge (2022:1) and accept the success of any change initiative is based on the employees because "change is an inside job". Subordinates expect inclusion in respect of change and change processes; therefore, leaders need to be knowledgeable and contemplate the emotional aspects of their employees and individual vicissitude. Employees expect explanations of why and how the change will occur. Employees' anticipation and empowerment enables the change to be a success or on the other hand if expectations are not met, resistance to the change may become overpowering. The role of leaders becomes quite critical with change, always displaying authenticity, honesty, and empathy. All of this is linked to leadership, affects employees' emotions.

Prior to the new directorships within the organisation, the previous culture, managers were appointed arbitrarily, raising concerns amongst employees that were never addressed.

Managers or perceived leaders should be selected after a thorough investigation of operational abilities, capabilities, and leadership abilities. If managers are not skilled leaders, then the anti-leader campaign will reign with subordinates not conducting the required respect or follower characteristics due to this shortfall. Despite the available body of knowledge for leaders, leaders tend to underestimate the workload with a change initiative and completely forget the human element of employees that are a requirement for any change initiative to be a success. Change initiatives are born from the leaders' convictions and the success thereof, which requires the willingness of the same leaders to 'roll up their sleeves' and commit to more than their share of the workload. Leaders that can withstand the test of endurance and make the change initiative a personal priority may be the successful candidate to avoid derailing the change initiative. Employees follow by example. A hardworking leader will have hard working employees that follow their every move and put in the same amount of enthusiasm to make the change a success.

Leadership and the different types of leadership was addressed in detail in Section 5.9 of chapter 5. Irrespective of the type of leadership within the organisation, leaders need the necessary skills to lead, manage, guide and understand their subordinates, especially during the change initiatives. Effective leadership is established by building a sense of trust among the employees through providing employees with information and feedback when necessary, recognising the hard work and effort that employees reflected in previous projects. Employees are the human element of any organisation, with a diversity of personalities and one may react differently from the other in any aspect of change. Getting to know and understand employees and colleagues, requires the utilisation of Spiral Dynamics Integral and Human Niches.

Leaders themselves fit into a certain Human Niche. At the Beige Niche there may be no such leader and if there is then they are already transgressing into Purple Niche. If a leader emerges at the Purple Niche, then they either just go unrecognised as a leader or move to the Red Niche. Red Niche Leaders may with confidence question the system or change process and make their disagreements known. A Blue Niche leader may be one of stability with tendencies constructing,

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testing and maintaining the new systems with adherence to company policies and regulations. The Orange Niche leader may be seen as an innovator that thrives in competition. Green Niche leader may give up personal comforts for the good of the organisation and the world as a whole. Yellow Niche leaders may be integral leaders, are best for the identification, communication, and implementation of change initiatives thus ensuring successful change. Can it be stated that Integral Leaders are a rare find?

Each of Human Niches leader have their own Value-Driven Behaviours. Beige Niche, as we have already established may not be leaders, communicate to the minimal so cannot be categorised as a leader. The Purple Niche individual looks for acceptance and a sense of belonging so does not take on a leadership role still in the Purple Niche. Red Niche leaders may fight 'tooth and nail' until the end for what they believe is right. Blue Niche leaders might strive to bring about stability in the organisation. Orange Niche leaders may bring forth their creative streak with a desire to complete a product and see the sale to the end. Green Niche leaders might seek people with the same values of spirituality and those that work for the common good. Yellow Niche leaders are leaders that have values of all the Niches together and may be able to take on the leadership role of any of them when the need arises.

7.2.4 *Spiral Dynamics Integral and Human Niches*

In Spiral Dynamics Integral and Human Niches, each of the Human Niches is different from the other therefore in each of its uniqueness an adaptive intelligence is manifested in employees. The challenge of how to deal with each of the Human Niches within the organisation is alleviated by understanding Spiral Dynamics Integral and Human Niches as a whole. The reader is directed to the literature review in Section 5.14 of Chapter 5 to gain in-depth understanding of Spiral Dynamics Integral and Human Niches. Insights of the various Human Niches within Krost Shelving (Pty)Ltd, was identified in Section 6.3 of Chapter 6. It is critical for any change initiative to be handled with great care, professionalism, and consideration before it is even introduced to employees. Organisations often tend to disregard the human element for change initiatives. Understanding variations of the human elements requires some examinations of what the employees really are all about, their personalities, their reactions to certain aspects in life and how they affect the organisation. This is where Spiral Dynamics Integral and Human Niches plays an important role.

Knowing how to obtain a buy-in, of the change initiatives, from each of the Human Niches (employees) takes the organisation one step closer to a successful implementation. Conveying a change initiative to an Orange Niche individual should be addressed differently from a Purple Niche individual. The change initiative should be addressed to the Orange Niche individual by this individuals role model or someone that is respected by the Orange Niche individual within the organisation. The Purple Niche individual buy-in and motivation of the change initiative will stem from the proposition that their family will reap the benefits of the profits, such as the organisation will sponsor the school fees off one of their children, however, this needs to be introduced the Purple Niche individual whom they respect as a Purple Niche leader. The researcher found these different Human Niches understanding and intellects extremely fascinating and should any leader decide to utilise Spiral Dynamics Integral and Human Niches to further understand their employees, organisations will become far more profitable and reflect greater unison. Human Niches is very closely linked to Emotions, Anxiety, Personality, Perceptions, Passion, Attitude, and Behaviour.

7.2.5 *Employee Emotions*

The organisation is peppered with many different personalities. The reflection of different personalities and coping Memes assisted the researcher to obtain results in respect of the human element of change. Different personalities reflected different thinking systems thus emanating different behaviours, each with their individual unique interpretation of change. The expression of emotions is an expected human condition. Both leaders and subordinates feel and display their emotions and these emotions may span out from exceptionally positive, (with happiness and optimism), to extremely negative (anger and frustration). Emotional reactions and employee sensemaking mediate the link between employees' emotions and their intentions of resistance to the change initiatives. Managers and leaders must be aware that employees' emotions notably affect their level of expectations, efficacy, commitment and all other related psychological resources, which form part of the predictors of resistance to change. Employees become more engaged and positive of the change initiative when they are treated with respect and their emotions are acknowledged.

It a natural reaction for employees to want things to remain as is or to take on a new role or have added duties. Within an organisation, lack of adequate knowledge in respect of the role of employees' emotions during change initiatives, may lead to resistance to change and eventually maybe the failure of the change implementation. The communication of the change initiative is critical to the emotional display of the effects on employees. Leaders may also transmit their own emotions, and should that be of a positive nature then it flows to the employees in the same tone. The determinantal actions of leaders are critical to the appearance, management, and consequences of employee emotional experience. However, management, dimensions and nature of these emotions and behaviours are substantially unknown. This is where Spiral Dynamics Integral and the Human Niches will be of great assistance to managers and employees alike, which benefits the organisation as a whole.

Understanding the different Human Niches also assists in knowing the emotional aspects attached to each of the Human Niches and how best to manage them. Within an organisation, stress and resistance may be a normal reaction to change initiatives, it is crucial for the shareholders, leaders, and managers to acknowledge that many of the employee's welcome change. Employees with experiences in previously successful change initiatives may be the first to accept the change initiative and spread their positivity and enthusiasm to other employees, dependant on their personalities and which Human Niches they encounter. The emotional rollercoaster can be easily managed when leaders utilise the Spiral Dynamics Integral and Human Niches understanding, together with proper communication methods related to these various Human Niches, not only for change initiatives but also the daily run of the mill duties.

7.2.6 *Value-Driven Behaviour*

Value-Driven Behaviour is the construct of life that has specific qualities and may move in a chosen direction and include core values that often drive employee behaviour. The reader is reminded of Figure 5.1, Elements of Value-Driven Behaviour which is the researcher's own conceptualisation, evident in Chapter 5. One of the key elements linked to Value-Driven Behaviour is the emotions of employees. Figure 7.1, The Inclusivity of Change Framework, further verifies a link to employee emotions. Some of the positive emotions that employees could experience within the organisation is calmness, comfort, enthusiasm, excitement, happiness, and satisfaction which may switch at any

time to the negative feelings of disgust, anger, stress, frustrations and disappointment. The emotions of employees determine and explains their behaviour especially in respect of change. Change initiatives tend to accentuate an employee's emotions, with Value-Driven Behaviour in its wake. Value-Driven Behaviours allow employees to act in the accordance of their personal values, irrespective of external or internal obstacles.

The link between Value-Driven Behaviour and Communication is through the perceptions and emotions of what the employee experiences during change in the organisation. Value-driven behaviour of an employee is determined by how information of the change initiative or process is communicated to the employee. If not communicated at all then the employee will feel left out or negative and according to their mindset, they do not need to do anything, or it does not concern them, and this may lead to resistance to change or spread the negativity towards the change to other employees. Employees tend to adjust their behaviour according to the change initiative requirements if the initiative is delivered as a discrete project to them until completion. Internal communication shortcomings cause significant levels of stress for employees, adjusting their behaviour to one of frustrations and anger. Some may even withdraw completely.

Value-driven Behaviour is linked to Spiral Dynamics Integral by means diversity of thought in each Human Niche. Organisations seldom encounter Beige Niche individuals, that render a herd like behaviour that is driven by survival instincts and without a logical explanation to their behaviour. Purple Niche employees tend to enjoy work that is of a repetitive nature and carry their instincts with great value as they easily detect ill repute and will immediately become non-responsive. Red Niche individual's behaviour consists of taking risks with strong warrior-like behaviour and asserts oneself above all others, taking all the glory. The Blue Niche employee expects everything to be in witing and according to structure and regulations, with delegation, strong work ethics, control as the forefront and the absence of any form of warmth towards colleagues. Orange Niche employees reject anything that is not suitable to the benefit of their lifestyles and ensures that they do not lose material wealth. Green Niche employees will work towards bringing peace and collective consciousness among colleagues and ensures adequate communication to all levels of the organisation. Yellow Niche individuals only communicate, when necessary, although they can slot into or understand all the other Niches, may become very

angry with others that cannot see things the same way. A Turquoise Niche individual does not work for remuneration and is very rarely found in the employ of an organisation.

7.3 Categories

The researcher assigned words and phrases into concepts and a vast number of categories emerged, namely, *Good loyal employees, Remuneration, Is it really better, Staff turnover, Intolerable, Happiness, Random, No comparison, Cost effective, Going nowhere slowly, Who are you, Who are we, Favouritism* and *Need these good people*. The category that emerged from these concepts was *The Revolving Door*. The researcher then documented the emerging categories. Open coding enlightens the reader on 'Feelings towards Change' depicted in Section 6.2.8 of Chapter 6. Given these feelings towards change, many words were thrown out by the participants which further introduced the compilation of The Word Cloud. The emergence of the Word Cloud in Figure 3.1 depicts the number of times that a word was used, and the largest word thereof was the most talked about, gathered from the open coding process and is discussed further in Section 3.2.2 in Chapter 3. The following categories refined in selective coding to produce the main categories as The Revolving Door; Your Follower is not always your Fan; No One Can Whistle a Symphony. It Takes a Whole Orchestra to Play It; Tell me and I forget, teach me and I may Remember, involve me and I will Learn; The More You Know; The More You Realise you know Nothing; and Inside Out. These aforementioned categories are discussed next.

7.3.1 *The Revolving Door*

'The Revolving Door' depicted in Table 3.1 entails the views shared by employees on the staff turnover within the organisation and their opinions on why the staff turnover has been so high. A few categories were introduced in Section 3.3.4 of Chapter 3, that were found to be repetitive during the selective coding process, with direct quotations from the participants of this study. 'The Revolving Door' was then linked into Employees of Figure 3.2, Employees were then linked to Emotions/ Feelings in Figure 3.3, thereafter Emotions/Feelings led to Value-Driven Behaviour in Figure 3.4 in Chapter 3. Value-Driven Behaviour is one of the elements of Figure 7.1, The Interconnectivity of Change Framework and is discussed in Section 7.2.6. The axial coding phrases included Good loyal employees, Remuneration, Is it really better, Staff turnover, Intolerable,

Happiness, Random, No comparison, Cost Effective, Going nowhere slowly, Who are you, Who are we, Favouritism, and Need these good people.

Good loyal employees: Several research participants collectively mentioned, "We have a lot of great people working here and we have now lost almost all of them; why did we lose these good people; people are resigning so why are you'll not asking them why they are leaving?; how many people have left?; See how many good people we have lost with no exit interviews; some are here over 33 years and no longstanding awards or anything to make them feel appreciated; when someone good leaves here, they get blamed for everything that went wrong; that Indian guy that was here for more than 14 years, hard worker that one but suddenly….just like that he is gone; good people are just going, they helped build this place".

Some statements are repeated as they fall under different sections at different times during the interview process giving the participant the chance to emphasise how strongly they felt about these issues. These loyal employees were worked out of their positions, either by Gaslighting or forced resignations, to the detriment of the organisation. In the opinion of employees, the brand-new concept within the organisation is 'out with the old and in with the new' which works well for companies that were not built on standards, quality of product, and simple foundations. The 'back of the maths box' planning worked for over 50 years with profits rolling in constantly but the organisation had made changes based on one individual's dislikes or his feeling threatened. Work ethics were thrown out the window to satisfy this trend.

Remuneration: "We have the money to hire and pay new people but we do not have the money to pay our own staff; pay the deserving people; the person that is lower than me and reports to me earns more than me; they say promotion but it's not, you are worse off, go home with far less; salary…we work hard and he makes promises but when time comes to pay he brings up what happened years ago just not to pay you; at the end of the year when you receive that payslip with your bonus it is a broken promise".

Many hardworking, loyal employees had given their hearts and souls to the organisation, dedicating their lives to build, grow and improve the organisation. These individuals have been left with a

sense of exploitation when new employees enter at much higher salaries and benefits. The general concept was the harder you work, the greater your chances of a good bonus; however, in their opinion, the salary increases, and bonus were not based on their hard work anymore but rather favouritism.

Is it really better? "We hired all these new people and got rid of the old loyal employees to make the company better, is it really better, No, it's not; no segregation of duties either; I am floating around all departments, helping everywhere; we do more than one person's job but get paid the one person's salary; more work for me and far too much more paperwork - that is wastage".

Well established employees work ethics and experience enabled them to fit into any department and assist whenever necessary; however, it then became a part of their duties without additional compensation for their time and effort. In the view of the research participants, when one of these employees resigned or was dismissed, this individual was replaced by two or three more employees, who earned double what the original employee earned although they contributed no value as did the previous single employee. Some employees said they did not know who they report to, or which department they belonged to and they did not know what their actual duties were anymore. Even though their initial concern was the remuneration, their main issue was the wastage within the organisation, which is money; this could be stopped, and the organisation could be making higher profits instead.

Staff Turnover: "Lots of people leaving, people leaving affects us cos we are like a family, it makes us sad to see them leave, too much negativity with all this coming and going; just a little worried about what the reason is for them to leave; maybe chasing new prospects which I doubt".

The organisation's culture has always been family-orientated: 'We are one big happy family'. The CEO continued with this inherited culture and successfully maintained the atmosphere of belonging. The norm was getting a hug from a fellow colleague in the morning or during stressful times and actual concern when an employee was not their usual happy self. The culture started to dissipate when employees no longer felt they belonged to this family. Those who carried the ethical values and attitudes have begun to leave the organisation.

Intolerable: "That's not where we want to be anymore, living in fear, warnings; staff just can't handle it anymore, they leave; we fear making one simple mistake, so we take longer on the job so we are sure it's correct, but it wastes time 'cos when in fear you make mistakes; it's just not possible, the company is not consistent, things are redone again and again manually; we give it our all but our all is not good enough".

Gaslighting and dismissal on the first unfounded disciplinary hearing influenced employees to fear for their jobs. Insecurity began to set in and as per their own admission is time wasted by taking even more time to ensure no mistakes occurred. Time is money. The extra time taken has a ripple effect and a chain reaction; other duties and deadlines were set back from one department to another; thus, the entire project was delayed, resulting in penalties from customers, which then delayed settlement or led to claims for a further discount.

Happiness: "People are just not happy; it goes deeper than what you think; employees are fighting over each other for the retrenchment packages to get out of here; you cannot get the best out of people if they are not happy".

A happy employee is more productive and better quality accompanied by more production leads to more profits which benefits both the organisation immensely and the employee. If management was made aware of the appeal of the retrenchment package, have they addressed the unhappiness and eagerness to leave the organisation or investigate what the deep-seated issues are?

Random: "Rumours; I got blamed for everything; what company policy, that changes whenever its suites the situation; people now make excuses not to attend the braais and Friday afternoon drinks".

The general consensus was that rumours began to spread amongst management and certain employees which affected the entire organisation. As we are well aware, rumours are usually just that: there is no foundation of truth in them, but they can have a catastrophic effect on the organisation as a whole. Employees are what make the organisation and if their feelings are hurt

or they were the topic of discussion regarding a rumour, this will affect them personally, emotionally, physically, and mentally. An emotion of being an outcast causes distress amongst all employees and has a worse effect if the root of this issue stemmed from management. The organisation's culture during times of good profits and achieving high sales margins, was to host Friday afternoon braai or drinks for employees, enabling all to socialise and de-stress while being shown that they are appreciated. Of late, the number of employees who attended dwindled to the usual handful that stayed behind for free drinks, with the majority of employees then opting to spend their free time with family instead. The bond, love and care were no longer present among a once very close-knit, family-orientated relationship.

No compassion: "Name calling, back biting, no attention; stop treating us like children, we are adults, human, don't address people that way; factory workers have unions on their side so their issues are resolved quick but what must the office staff do to get some attention; you are not recognised here unless you have the right backup by the influential people; we work with integrity, morals and principals, so judge me by my work and not gossip".

Employees voiced the humanity side of any business. They felt as though they were treated inhumanely from an emotional aspect. They were disengaged; their superiors did not appreciate or recognise their talents and skills and did not understand the difficulties of their work or care about their struggles. Often management prefers employees to keep their personal lives separate from their home lives; however, this approach is wrong because it is human nature for the emotional upheaval to spill over at any place at any time. Compassion is termed as 'co-suffering'. Compassion or empathy represents the ability to understand someone else's thoughts and feelings, which is important at the workplace. Compassion or empathy has a direct impact on employees' productivity, loyalty, and engagement. Compassion builds trust through actually listening to colleagues or paying attention to what they are feeling. Feelings cannot be conveyed unless compassion is expressed through behaviour. Professionals, no matter how educated, talented, or experienced, cannot be a success unless they greet others with respect, speak empathetically and are able to internalise another's pain. There are many benefits of workplace compassion, namely, employee retention, stress reduction, interpersonal bonds, and physical well-being. Employees spend at least an average of 40 hours per week at work within the organisation and if they do not

have the chance to receive or express compassion, it takes its toll on their mental health and well-being. Compassion and empathy assist employees in dealing with life events as they can utilise this as a steppingstone to success, which evokes positive emotions.

Cost effective: "Some people have certificates to do the job but they can't, yet they get that fat salary and we must do the work so you paying someone for not doing work; you gave that person the increase for doing that specific duty, so why now must I do it and she sits with the increase and cannot do that duty; is this really cost effective, just pay the existing staff more because they can do the work; we have to work extra hours, my personal time with no increase".

This situation is not solely about remuneration. The employees' main concerns are of statements made by management of improving the organisation but in the eye of the beholder, more money is being wasted yet again instead of making profits. Their opinion of these type of new employment or increase strategies do not make sense and appear not thought through clearly before undertaken. The promotional strategy was related to the BBBEE score points and not based on experience or merit. Some employees who recently were employed by the organisation could not perform the day-to-day duties and tasks allocated to them, passing their work on to others by throwing around their qualifications. This led to hard working employees taking on additional duties for no compensation, performing duties of the so-called qualified individual while this individual spent time on personal business or socialising with friends during working hours. Pay the current employee a little extra and allow them to do these duties and they will excel in return increasing the profits within the organisation.

Going nowhere slowly: "You don't get anywhere if you stay here; no room for growth or improvement; moved to different positions and you only find out on the signature from your emails; nobody notices the good we do, just the mistakes; the more we work on something here, the more it comes back to us".

"Those that do nothing do not make mistakes": if you do not perform any duties then you are free of being accused of making mistakes and the employee who has an excessive workload is the one with more mistakes and is picked on constantly. Some employees who have been loyal to the

organisation for over 30 years were still in positions that they initially started at for remuneration that is not market related; thus, the more recent employees take note of this and look for better prospects. The point of view is that at least the salary should be market related with an additional consideration of the number of years the employee has been faithful and loyal to the organisation. Certain managers transferred employees to other departments or changed their positions without the knowledge of the employee and when employees walked in the next day, they had to go elsewhere with a different status picked up by their signature on email: "So now I am an internal sales rep and tomorrow I am an operation assistant". Employees wanted to see the fairness or justification is this type of processes.

Who are you?: "We see people here, walking down the passage, not introduced, we just see them here; don't greet or anything but makes requests or bark out orders, yet I do not even know you; people just walk in and out; The problem comes in when, certain people will be introduced and a few of us they will just pass you by with that person; That will make you feel as though you are not important enough for this person to be introduced to you, yet you work here; The key person here, when they need you then only that person will come to you; He won't even say who he is or greet you, he will just say 'they said I must come give you this, or how does this work; Everything we hear is from the passages".

Both external consultants and new employees upon their arrival in certain departments were not introduced to employees. Certain individuals felt as though they were deliberately excluded from being introduced because they were insignificant in the organisation, until the time came when something was needed from them. Some even echoed the problem of not being greeted and being ignored by any individual when they greet another creates an unpleasant attitude and atmosphere. During the discussion stages of the new system implementation, external consultants came in to retrieve certain data for different aspects of the program; data was required to be extrapolated from certain departments and managers only were introduced, without filtering that introduction to subordinates that the data and reports were required from. Some employees raised concerns of new managers also not being introduced or employees who were not informed of the newcomer but ordered around or requested to provide information from employees with a harshness that was uncalled for.

Who are we? "This company has now been named Krymo, it is Krost but there are more Symo (Pty) Ltd staff employed here; everything is 'this is how Symo (Pty) Ltd did it'; there is an obsession with Symo (Pty) Ltd, that is why all the Symo (Pty) Ltd staff are now working here; I feel that it was much easier when we were just the Krost people, and it was just a few of us".

Employees voiced concerns of an obsession with the other organisation and majority of the employees from there were now employed by this organisation. The main criticism was that Symo (Pty) Ltd fell, and was no longer in existence, so why then were the employees of Krost being forced to work with processes and systems that ultimately caused the fall of that organisation? Concerns were raised as to whether Krost would follow the same pattern and, in a few years, close its doors as Symo (Pty) Ltd did, instead of doing what Krost (Pty) Ltd, did best for so many years, which was developing into a successful business with its own traditions, culture and processes.: Why change that? Why bring in systems and processes that contributed to the closure of the afore mentioned obsession organisation. The Symo (Pty) Ltd employees should adopt the systems, processes and culture from their new employee now, maybe tweaking a few things here and there to improve the current status a little. Why re-invent the wheel?

Favouritism: "We were told no medical aid, pension or provident fund or any other benefits, yet we are working here for years but the new people that started here now have all these benefits and were told not to let us know; they pick and choose who gets what here; some people get away with everything because someone has a soft spot for them, or they feel only sales-people work".

As much as we would like to deny it, favouritism does exist. Apart from the above-mentioned statements from employees, employees expressed feelings of insignificance, worthlessness and unappreciation, which were very demotivating. The team effort mentality dissipated when these concepts came to light. The attitude of doing one's best for the organisation turned into questioning why should one go the extra mile when not treated the same as others. Favouritism often occurs when management or employees' superiors develop a relationship with specific employees that are beyond the workplace or when they show more interest in socialising with only certain employees. Favouritism within an organisation lowers morale, creates resentment, loss of employees to competitors, overlooks the potential of other employees, stunts the growth of potential future

leaders or innovators, and may lead to legal implications. This unprofessional behaviour must be eliminated by fostering a professional environment; train, inform and educate both managers and employees on the effects of favouritism; facilitating communication by encouraging employees to report favouritism confidentially, and when favouritism is detected, addressing it immediately to resolve the situation. It is human nature to like one more than another, therefore even the greatest of managers often fall prey to favouritism. Favouritism is detrimental to a productive and happy working environment.

Need these good people: "They fail to understand that whatever is implemented, you need the people to still do the work; it is frustrating with all these rushed jobs; duplicated paperwork as the specific people that are favoured did not do it right the first time, extra paperwork which is wastage; all this duplications cost money but they keep revising the jobs; so, if the people are not willing to do the work then that system will fail; it doesn't matter how good it is; people need to work on the system for the system to work".

The organisation and the systems that are implemented are such that the human element is required; it can never be a fully automated organisation as planned. Employees have heard of the massive amounts of money that will be saved since the systems will not require as many employees; however, the input requires these employees themselves. Every system thus far had cost the organisation more than anticipated because there was no consideration of the valuable, skilled employees that could work on the systems, leaving the organisation because there is with no attempt to motivate them to stay in Krost's employ.

The concerns of the employees within the organisation have raised valid points on the human factor, PsyCap. The organisation that is in existence has employees who have been loyal, the majority with over 30 years of service and some over 13 years, so investigations need to be conducted as to why suddenly these employees are being worked out.

7.3.2 *Your Follower Is Not Always Your Fan*

'Your Follower is not always your Fan', is the theme that emerged in Selective Coding addressed in Section 3.3.4, Figure 3.2 and linked to Leadership and Leadership forms part of Figure 7.1, the researcher's composition of The Interconnectivity of Change Framework. Leadership was presented in Section 7.2.3 of The Inclusivity of Change Framework and in literature review, Section 5.9 of Chapter5. The category depicted in Table 3.2 of Annexure E is the result of views of employees from the interviews conducted. This is based on their feelings and opinions. Employees' apprehension raised about the CEO were those of genuine concern for the organisation itself being in existence for his children's reign someday, or whether it would wither away before then, based on the current state of affairs. A questionable stance seemed evident as to whether gullibility was responsible or he had fallen prey to deception by individuals he trusted the most, to do what is right for the organisation. As a research participant said, "I feel, managers don't care. If the company shuts down, they just apply somewhere else. But this is your bread and butter, your kid's legacy. Obviously, you want to see people happy, you want to see your kids running this place one day and going further as your grandfathers have done so. But how are you doing it?" The foundation of this statement arose when the employee mentioned the re-manufacture of the same projects and the wastage thereof.

Positive comments were made for Director 1; however, Director 2 seemed to fall into the opposite category. Employees have noticed that most of the staff turnover was from Director 2's department. The direct quotation, "Employees have given up and left – employees don't leave the company they leave their managers," sounded alarm bells which were ignored. The disregard for employees' feelings, emotions and behaviour has led to key employees resigning and the introduction of the replacement of that specific individual by two other individuals, because the duties performed by the one key individual could not be carried out by just one new employee. This speaks volumes of the value, skills, knowledge, and experience of employees that the organisation has lost. Employees raised questions as to how this sort of action is a cost cutting exercise when the organisation is employing more new staff, which actually doubled the remuneration expenses in those departments. Favouritism was also slotted in this sector in respect of the noted Director and the departments falling under this sector.

According to employees, one specific manager was classified as undesirable in a sense that this individual has no capacity over human interaction. Demotivation spread like wildfire in this individual's department and employees got to a stage where they did not want to come to work anymore; some started becoming dependent upon forms of medication to get there daily and survive the day. Fear had gripped the employees, not fear of their duties but of being in the presence of this manager. Other managers also shied away from this individual's company and would openly turn around and walk in the opposite direction when this individual approached them. Some employees requested to be moved from this department while others chose to resign. Another aspect that employees delved into is that this manager did not work or earn his keep, passed on duties to subordinates, spent time on the cell phone playing games or ran personal errands during company time. The employee gripes were that of employing an individual at such a high salary, and paying for nothing, whereas that amount could have been saved and the so-called workload be distributed amongst them. They would have been satisfied with an increase of another R 5 000 each a month, thereafter, still saving the organisation over R60 000 a month. They are fully capable of running that department smoothly as proven during the period of time before this manager's appointment.

"I doubt it will make a difference, because here's the thing, management, we have had a lot of great people working here, and we have lost almost all of them. Doesn't sink in that we have a problem. I mean, last year I don't even recall how many people we have lost that were working here, which were great people. Why did we lose them? Doesn't management sit down and have this meeting and say why are we losing these people? Are they happy? A company cannot lose more than five people in one year. In fact, it was in a space of two months. Everybody went, clearly, they were not happy".

Employee consensus on certain managers was heart-breaking. Middle managers were classed in a very lowly category: no leaderships skills, no care or compassion for another human being, cannot practise what they preach, source of gossip, back-biting, and backstabbing to gain favour only for themselves. Employees viewed managers as always failing them, not knowing their own work so unable to advise or assist employees, their work being sloppy, and only doing what they can to line their own pockets. Employees had lost faith in management and stated that they were not leaders

and judged employees by whatever gossip they had heard or by what others thought of the employee, basing the increases and bonus suggestions not on merit or hard work of the employee. Employees mentioned that there were no decent communication methods or links from management in respect of information that should be filtered down to subordinates. Employees viewed this as a key to the fall of any change initiative within the organisation.

The relationship between executives, management and employees plays a critical role in the proper functioning of the organisation and any change initiative. When the normal run-of-the-mill processes are flawed due to these relationships, the success of change initiatives is slim to none. The elements relating to the human factor are ignored again and issues raised are swept under the rug. Complaints from employees are not addressed, although doing so would assist the organisation tremendously. Employees are forced to follow instructions and do things as the manager thinks best; however, this is not always what is best for the organisation. Suggestions and ideas are not heard, which also demotivates employees. All managers want to be bosses but not leaders, and do not possess any leadership characteristics or skills.

7.3.3 *No One Can Whistle a Symphony. It Takes a Whole Orchestra to Play It*

'No One Can Whistle a Symphony. It Takes a Whole Orchestra to Play It', is the theme that emerged in open coding, Section 3.3.4, further linked into Communication and Teamwork, as depicted in Figure 3.2 of Chapter 3. Communication is also an element that forms part of Figure 7.1, The Inclusivity of Change Framework, examined in Section 7.2.2 and presented in the literature review Section 4.10 of Chapter 4. As encapsulated by Table 3.3 in Chapter 3, the theme of *No Can Whistle a Symphony. It Takes a Whole Orchestra to Play It*, shows the factors of teamwork and communication at all levels within the organisation. Employees expressed the sudden lack of teamwork, relating incidents where paperwork was left on their desks with no note or explanation as to what it was for, or an indication of who left the paperwork there. Changes made on a project remained with only one department without filtering out to relevant employees that needed to also amend the order on their side for quality and billing purposes. Employees have the notion that this is a family-orientated atmosphere so why do they not speak to each other or communicate anything? Certain individuals viewed communication to be the key but there was a complete lack of it within the organisation. The way employees hear any information is via the

grapevine, in the passages or whispers along corridors. There is no general meeting where all staff attend and are kept up to speed on what is going on with relevant information that may be vital for the completion of their duties. Management and employee communication seems to be void.

7.3.4 *Tell Me and I Forget, Teach Me and I May Remember, Involve Me and I Will Learn*

'Tell Me and I Forget, Teach Me and I May Remember, Involve Me and I Will Learn', is the theme that emerged in the Open Coding phase, was then sub-categorised into Employees of Figure 3.2, Employees were then linked to Emotions/ Feelings in Figure 3.3, thereafter Emotions/Feelings led to Value-Driven Behaviour in Figure 3.4 in Chapter 3 and explained as a link in The Interconnectivity to Change Framework, section 7.2.6. Systems do not work on their own, they require input of data by employees. Employees need to be trained professionally on every new system. Employees of the organisation stressed that they have not been given training on the systems implemented within the organisation and were either self-taught or learnt from another employee, which creates a problem if that employee is performing according to what they think is correct, without professional training. Employees are expected to work on the system whether they know how to or not.

Self-taught employees tend to reflect additional time consumption and with the notion of 'time is money,' there is a massive decrease in their own productivity during this period. Employee engagement is critical to any organisation's performance and training and development fosters employee engagement. Investing in employees' development is vital for employee retention and quality performances. Training presents an opportunity to expand the knowledge base of all employees and the return on the investment of training employees is really a no brainer. Training improves the employees' performance, addresses weaknesses, gains consistent employee experience and background knowledge, improves employee satisfaction and morale, improves productivity and quality, increases innovation and new strategies, enhances organisation's reputation and profile, and reduces employee turnover. All of these are lacking within this organisation.

7.3.5 *The More You Know; The More You Realise You Know Nothing*

'The More You Know; The More You Realise you know Nothing', is one of the categories that emerged from open coding in Section 3.3.4, later linked to Communication, Teamwork and Training of Figure 3.2 of Chapter 3. Communication is also an element that forms part of Figure 7.1, The Inclusivity of Change Framework, examined in Section 7.2.2 and presented in the literature review Section 4.10 of Chapter 4. The organisation has had many systems running that did not in any way 'speak to each other', with no correlation or links to produce relevant critical reports. Pastel was utilised for invoicing and deliveries, Tea-Cup assisted with the manufacturing aspects, Excel for quoting and price lists (while the main concern of certain employees was that there was no proper price list to comply with) and finally, Pipedrive which addressed only some aspects of sales. Tea-Cup impacted negatively on employees, wasted more paper and time, and yet again, the human element and relevant training were not provided, thus contributing to the negativity. If employees do not know how to work on the system, then the obvious outcomes are demotivating. Employees used up personal time for the extra workload created by this system. The financial impact was most concerning when deliveries had been despatched through the Tea-Cup delivery paperwork and since the systems do not talk to each other, the finance department was not informed so customers where not billed. Track and trace of the documents became atrocious for employees. Many employees complained of not understanding the system and just when they are starting to get the hang of it, it was being phased out like all the other systems, including Pipedrive.

7.3.6 *Inside Out*

The theme 'Inside Out' emerged in Section 3.3.4 in selective coding and was then linked into Employees of Figure 3.2, Employees were then linked to Emotions/ Feelings in Figure 3.3, thereafter Emotions/Feelings led to Value-Driven Behaviour in Figure 3.4 in Chapter 3. Value-Driven Behaviour is one of the elements of Figure 7.1, The Interconnectivity of Change Framework and is discussed in Section 7.2.6. The theme 'Inside Out' relates to the emotional dilemma of the employees within the organisation. During the interview process, on certain emotions, employees were requested to rate themselves on a scale from 1 to 10, with 1 being the worst and 10 the best or highest. This was then averaged and scaled as per Table 3.6 of Appendix E. Some participants chose not to rate their emotions. The highest averaged rating was 'happy' in respect of having a job and a salary, or a recent promotion, or the presence of a female Director. The 'Excited' average

of 7 was based upon the new prospects and change initiatives that were anticipated for the future. However, the balance of the emotions was based on emotions of stress, unhappiness, anxiety, fear, shock, worry, fear, anger, sadness, frustration, confusion, being upset, scared, disappointment, aggravation, depression, and a lack of control. This emotional turmoil does not have a good impact on the organisation as a whole. Emotions depict pure human value-driven phenomena. Employees' behaviour is defined by these emotions, and how they perceive everything; these shapes what responses are evoked within recipients. Employees' emotions have a significant impact on their job performance, decision-making skills, team spirit, leadership, and the organisation's turnover. Their feelings and how they express their emotions affect their performances, and influence decisions, creativity and interpersonal relations. These categories were derived from axial coding in Section 3.3.4, Figure 3.2 in Chapter 3 and are directly linked to Employees, Leaders and Communication, which in succession lead to Value-Driven Behaviour, evident through selecting coding in Section 3.3.4, Figure 3.3, Chapter 3.

7.4   Conclusion

Chapter 7 introduced The Inclusivity of Change Framework, a composition by the researcher, and explained the links to Change with elements Communication, Leadership, Spiral Dynamics Integral and Human Niches, Employee Emotions and Value-Driven Behaviour. Chapter 7 also provided an explanation of the categories and the categories that emerged from Open, Axial and Selective coding. The elaboration of the Categories was intended to grant the reader an in-depth understanding of the research and the direction that the study had taken. Chapters 6 and 7 set the scene for the Research Questions answered, Meta-Insights, Framework, Contributions and Future Research found in Chapter 8.

CHAPTER 8:

RESEARCH QUESTIONS ANSWERED, META-INSIGHTS, FRAMEWORK, CONTRIBUTION, RECOMMENDATIONS AND FUTURE RESEARCH

8.1 Introduction

Every aspect of organisational lives and life itself is permeated by the pervasiveness of change. Change characterises organisations, often with a result of unpredictability, instability, fear amongst employees, anxiety, depression, stress, worthlessness, and a loss of confidence, leading to disastrous change management processes. This leaves the question of how the human element was factored in during any change process within organisations. Has compassion and empathy fallen away somewhere along the wayside or were they just swept under the carpet to justify organisational profitability and success? Have leaders failed to realise that the success of any organisation is dependent upon the human element? Amidst all the chaos of change, this study attempted to initiate solutions to implement change successfully by considering the main factor that makes the world go round, Value-Driven Behaviour of employees within organisations. Meta-insights indulge the reader in further investigative results that are vital contributing factors that are usually missed by hindsight. The distinction between an assumption of how everything is viewed to the reality of how it actually is, compels attention.

Various research questions highlighted this research. These questions that the researcher asked (see Section 1.4.3 of Chapter 1) are answered here in Section 8.2. Through answering the overall question (Section 1.4.3.1 of Chapter 1), and sub-questions (Section 1.4.3.2 of Chapter 1), the researcher proposes that the set objectives have been met. The main aim of the study (introduced in Section 1.4.1 of Chapter 1) was to investigate how change manifests at Krost Shelving (Pty) Ltd, an inquiry utilising Spiral Dynamics Integral and Value-Driven Behaviours. Some of the objectives that the researcher introduced, regarding the attitudes and emotions, perceptions of employees, behaviours towards these changes and the meta-insights gained, are addressed in this chapter. By answering the research questions, the research aims were achieved. In this chapter the research questions, sub-questions and meta-insights are addressed in Section 8.2.4, the Framework in Section 8.3, Ensuing Quality Data of Section 8.4, Contributions in Section 8.5 and 8.6,

Recommendations in Section 8.7 Future Research in Section 8.8 and The Researcher's Story at the end.

8.2 Research Questions Answered

Based on the background (Section 1.2. in Chapter 1), research problem (Section 1.4 in Chapter 1), and to ensure that the research aim was fulfilled, the specific research questions reflected a problem-centred perspective of those confronting the experiences to be studied, as mentioned by Birks and Mills (2011). These are acknowledged and responded to here. This section addresses the research questions, sub-questions, and meta-insights. The researcher deals with the sub-questions first.

8.2.1 *How Do Changes Impact Value-Driven Behaviours of Employees?*

This sub-question was initially mentioned in Section 1.4.3.2 (a) in Chapter 1. The different array of personalities together with the Niches that each employee is at on the Spiral (Spiral Dynamics Integral), produced various emotions that link to their Value-Driven Behaviours. Fear, frustration, insecurity, blamed, disappointed, and stressed were the negative aspects noted while some portrayed hope, enthusiasm, energy, and a sense of belonging on the positive notes (Figure 3.1, The Word Cloud and Table 3.6 of Annexure E). The employees' main fear was the changes within the organisation were for the worst, not the better result, in the loss of many professional, loyal, and experienced employees. According to the employees, since their replacements, the organisation has been making more losses and the quality of the work had dropped drastically. What was once an organisation of very high standards is now seen as a 'backyard chop-shop scenario'. Linked to the emotion of fear (Table 3.1 of Annexure E), the employee chooses to behave in a manner of either resistance or an attitude of total surrender, throwing their hands up in the air and motioning a sense of giving up. The spirit of teamwork thus becomes a fading façade that had lost all meaning and the once noticeable 'this is my family away from home' attitude, no longer exists.

Frustration generally is an emotion that relates to one being blocked from achieving a desired outcome. Some of the typical responses to frustration include anger, quitting (burn-out or giving up), loss of self-esteem and self-confidence, stress and depression. Frustration reared its ugly head

based on some employees' laziness that led other employees completing their duties as well as their own just to get the job done. The sadness in most employees that are victims of these frustrating circumstances feels as though there is a blind eye turned on this, due to favouritism. Employees that admitted to frustration, blamed certain employees who are shielded by executive management and branded them as lazy individuals who just pass the work onto others and take all the glory at the end of it. Insecurity was also amongst the highest ranked emotions portrayed. Insecurity is the uncertainty that one feels in life, work environment or even in oneself. The majority of the employees who checked the fear box admitted to being afraid of what the future held for them and whether they will still have their jobs in a few months' time. The imbedded emotion of insecurity is reflected amongst employees who showed the emotion of fear as well, reflected in Section 6.2.7.

The lack of communication, evident in Section 3.2.4, Table 3.3, and Figure 6.2, and training, identified in Table 3.4 and Section 6.2.5, left employees with a sense of the 'blame game' and serious thought about whether they intend to remain in the employ of an organisation that cannot appreciate them as human beings. As reported in Table 3.6 of Chapter 6, numerous employees emphasised feeling stressed about what was happening within the organisation related to the changes occurring; however, they expressed the view that the change itself was not the problem but rather the communication and how it is addressed carried more weight on stress levels. Although all the negative aspects were brought to light, many positive emotions were also emulated from the same employees and other employees. During the change processes, hope was strong in both a positive and negative sense. As identified in Section 6.2.7 of Chapter 6, the hope portrayed was that related to no progression or promotion or increase in remuneration of the employee, and the positive aspects echoed hope for the organisation as a whole and for the systems eventually working to make the workload lighter. This then dimmed the light in the eyes of the beholder when they realised that it meant reducing the workforce or downsizing on staff members.

Verified in Chapter 6, Figure 6.6, energy and enthusiasm ranked amongst the highest emotions where employees came in every morning with high energy levels and expectations for positive changes. Some disclosed being a bit weary and worn down before lunch time while others declared complete loss of energy and enthusiasm at the end of the day. The employees' response to a sense of belonging varied, some depending on the people around them within the organisation and some

in terms of the organisation itself. Since the changes began within the organisation, employees were very emotional and each emotion was accompanied by different behaviour. Some employees divulged a lack of sleep, stress levels peaking and an increase in health issues such as diabetes and high blood pressure. Emotion is often defined as a complex state of feeling that results in physical and value-driven changes that influence thought and behaviour. Emotions are associated with a range of value-driven phenomena, including temperament, personality, mood, and motivation. The majority of these emotions also triggered Value-Driven Behaviour that employees normally would not have taken action upon or performed poorly at general tasks that once were excelled. This could lead to resistance to the changes.

8.2.2 *How Can the Understanding of Value-Driven Behaviour Be Enhanced in Respect of Change?*

This sub-question was initially mentioned in Section 1.4.3.3 (b) in Chapter 1. Organisations need to be able to cope with competitive advantage and adapt to market Niches and customer demands. Chapter 4 presented the theoretical details of Change Management and Chapter 5 addressed Value-Driven Behaviours and Change. Change management is a behaviour that emphasises that the organisation itself does not have to change; the people have to change. Managers within the organisation are tasked with identifying what the problems are and immediately adjusting processes, which invite good change management skills to ensure success. Organisations have the ability to transform the attitudes and behaviour of employees by applying value-driven breakthroughs imparting knowledge as to why people think and act the way they do; by identifying the employee's emotional state or repetitive words uttered as manifested in the Word Cloud in Figure 3.1 of Chapter 3. Figure 7.1 in Section 7.2 of Chapter 7 demonstrated the interlink between Value-Driven Behaviour, and the various other elements that affect change and the management of change thereof, all further explained in Section 8.3.

The elements of Communication, Employee Emotions, Spiral Dynamics and Human Niches need to be brought to the forefront of the human element. As noted throughout this research, Communication is extremely important even on an individual level. The employee feels worthy of being part of the change initiative if the change initiative is communicated in the manner appropriate to the Niche that they are in. By understanding and mastering the Spiral Dynamics

Integral and Human Niches, the employees' emotions are then taken into consideration and are complacent. Proper communication leads to a happy employee. This is an emotion/feeling that directly impacts on the employee's perception, attitude and performance of the actual change itself. How they behave thereafter is in a positive tone. In order to understand Value-Driven Behaviour and how it can be enhanced, one must first understand Spiral Dynamics Integral and Human Niches and how all of this affects the different emotions/feelings of the employees, which in turn affects the employees' Value-Driven Behaviour. The researcher, strongly suggest that all managers, leaders and shareholders, start the understanding process of these elements and the Value-Driven Behaviour will be enhanced.

Change tends to direct the way employees behave across the board. The success of any change within an organisation relies heavily upon the transformation of the employees' mindset. Due to the change for example a higher bottom line target, employees are required to adopt new practices that adjusts their mindsets. Organisations delve in change of the organisational culture which forces the employee to adjust both mindset and their own behaviour. Change management includes management, operational processes, reporting structures and procedures of measurement that enhance a consistent change in employees' behaviour. Employees not only have to embrace the changes within the organisation but also their emotional state whilst adapting to these changes. Executives, managers, and supervisors reinforce successful change through mentoring, coaching, consistent portrayals of role models and utilising skills.

8.2.3 *How Does Understanding Spiral Dynamics Integral and Human Niches Aid Changes Within an Organisation?*

This sub-question was initially mentioned in Section 1.4.3.2 (c) of Chapter 1. The ever-changing work environment are always accompanied by many intricacies within an organisation. The unpredictability of the future is one of the main causes for humans to struggle with change. Each employee within an organisation will react differently to the changes taking place, each of them will have a different understanding and different perceptions, in Section 5.2 of Chapter 5, linked to these changes. The reader is referred to Section 5.2 of Chapter 5 for greater detail on perception. Human Niches, as explained in Chapters 5 and 6, addresses the concept of diversity of thought of these individuals become more prominent aspects through different personality types,

intelligences, and their world views. Leaders within the organisation have an obligation to understand the thinking systems and coping mechanisms that accompanies this Human Niches; thus, the understanding of Spiral Dynamics Integral intercedes. The integration of Spiral Dynamics Integral and Human Niches will immensely assist leaders that are contemplating any organisational change or those that are currently experiencing challenges with change or transformation within an organisation.

Leaders and managers within an organisation need to start seeing individuals as colours to better understand them (see Chapter 5). Humans have major complexities and understanding, mapping, and managing these complexities can be solely undertaken by Spiral Dynamics Integral. The reader is reminded to revisit Chapters 5 and 6 for a better understanding of Spiral Dynamics Integral. Each employee has different personalities and are at different Niches of the Spiral during different stages of their lives. The researcher refers the reader to Section 6.4, re-iterating that each employee is at different Niches of the Spiral and to gain a better understanding in Section 5.14 in Chapter 5. Employees at Beige, Purple, Orange, Blue, Red, Green, Yellow or Turquoise Niches will react very differently to change. While Beige Niche employees have the mindset of just earning a salary to survive, Purple Niche employees will want to be a part of something like a team or the organisation and adapts to the change by learning through repetitive motions, in the form of stories or metaphors. The Red Niche individual traits portray one that relishes attention and would enjoy incentive schemes that place Red Niche employees on a pedestal, while Blue Niche individual, that is a stickler for following rules and regulations and doing things to perfection, is faced with the task of making Red Niche and Purple Niche follow rules, execute strategies, achieve production targets, and comply to safety regulations within the organisation. The Blue Niche employee will adapt well to changes within the organisation providing there are guidelines, rules, regulations, and all relevant documentation to be complied with.

Orange Niche individuals are best suited in organisations at a management level, even though their motive is negotiations to gain something in return. The compatibility of Blue Niche and Orange Niche employees is based on a Blue that is collectivistic, while the Orange Niche is very individualistic. Blue Niche employee without the Orange Niche employee will save everything now without diversity and innovation. It is an assumption that without an Orange Niche employee

in an organisation there will not be any capital gains, in essence the organisation will not make profits without Orange Niche employee. The Green Niche individual portrays similar structures as Purple Niche individual and differ in their views of other Niches in the Spiral Dynamics Integral. Green Niche employee rejects Orange Niche and shies away from Blue Niche's rigidity while viewing the Red Niche employee as extremely aggressive. The Green Niche employee will want to work in groups or teams with no specific leader and sees equality in all individuals reflects the image of a humanitarian. The researcher has come across only one individual in the working environment that fits the profile of a Yellow Niche individual. This Yellow Niche individual works well with all the thinking systems, simultaneously being aware of their own perspective. The frustrations of Yellow Niche employee are brought to the forefront when other individuals do not see the same patterns as they do as they have the ability to foresee dilemmas approaching beforehand. Leaders and managers need to understand the different thinking systems to see their employees as colours in order to understand their individual reactions towards change.

The rarest systems thinking is Turquoise Niche. A Turquoise Niche individual is esoteric and very intuitive with a deep connection to all forms of life and systems thinking. The world will be a far greater entity if more individuals of the Yellow Niche calibre were evident. Once the employee is seen this way then the challenges of change will be alleviated. The concept of speaking in colour means that leaders have a fluency in the Spiral Dynamics Integral language and a thorough understanding of the different thinking systems. Spiral Dynamics Integral and the Human Niches is an important empowerment tool to the extent that assists in knowing the employees and how they will react to change, enabling leaders to deal with each individual personally to ensure successful change processes.

8.2.4 *What Meta-Insights Can Be Derived Regarding Value-Driven Behaviour, Change, and Change Management?*

This sub-question was initially mentioned in Section 1.4.3.2 (b) in Chapter 1. The preceding chapters have documented Spiral Dynamics Integral, introduced in Section 1.3.7 of Chapter 1, Value-Driven Behaviours, discussed in Chapter 4 and Change itself within the organisation, in Chapter 5. The meta-insights that emerged from this research are critical to any organisation, whether there is a change initiative prospect or not. These meta-insights should be understood,

assessed, and addressed within any organisation at any stage of development. They emerged from the data that carried meaning, symbolic qualities and interpretations or inferences are supported and referenced in the research findings. They are focused on the individual, team, systems, and organisational sectors and may be beneficial at all levels of the change processes.

➢ **Meta-insight 1: Acknowledging the Human Element**

This meta-insight acknowledging the Human Element is crucial in the sense that it includes all of the elements of The Interconnectivity of Change Framework; namely, Change, Communication, Leadership, Spiral Dynamics and Human Niches, Employee Emotions, and Value-Driven Behaviour. Many change initiatives fail despite the initial good intentions of the change. The researcher advocates that Spiral Dynamics Integral accurately describes change making: this is a useful insight. The reason behind this, is that in Spiral Dynamics Integral terms, organisations are suffering the Humpty Dumpty Effect, which means the lack of key systems that affect the human dynamics. The researcher is reminded of the explanation by Don Beck regarding the Humpty Dumpty Effect: when Humpty Dumpty had his great fall, all the king's horses and all the king's men could not put him back together again; similarly, the most distinguished advisors and respected specialists are inadequate currently. Barriers and stalemates are the resultant of copying trendiness instead of questioning why the inadequacy and settle into the complacent leadership roles that are off balance, falling short of addressing the hidden and elusive change factors of human dynamics and the evolutionary ᵛMEMES. Chapter 4, Section 4.3, Large Scale Change; 4.4, The Twelve Postulates of Change; and 4.5, The Change State Indicator, are excellent adaptations of change that should be vital and addressed within every organisation. Also critical to organisations that awaken the human elements, are The Spiral Dynamics Integral and Six conditions of change, as in Section 4.2 in Chapter 4; these include potential in the mind or brain of individuals, solutions to current problems, dissonance and uncertainty, insights and alternatives, barriers that are identified and resolved, and consolidation and support for the change.

Organisations are built, functional and dependent upon the Human Elements. In short, individuals create organisations. As evident in the theoretical links of Chapter 5, every element that makes up an individual and is linked to their behaviour is critical to the sustainability of an organisation. The establishment of each of these individual's emotions play a role in understanding their behaviour

thus investigations into their Value-Driven Behaviour is critical. Ironically, for an organisation that claims to have a family-orientated atmosphere, the human factor is disregarded as Employees' Emotions, perceptions, input, behaviour, and reactions are of no concern and not addressed in any form. "I sit there, and I hear it all every day. Nobody's listening. There is no compassion to the human being," Are the norm. The reader is referred to Chapter 6 for more direct quotations from employees. For the retention of talented, experienced, and skilled employees, leaders need to be more people focused. The dynamic display of Human Niches at play is evident as different employees exhibited different thinking systems and coping mechanisms, concerningly not addressed by any of the management team.

Once the employees' mindset is understood, the change processes will be smooth. Leaders that pay attention to the Value-Driven Behaviours of their employees attempt to address the change processes differently with each employee. A common communication method must be established despite addressing various types of personalities. Spiral Dynamics Integral or the Human Niches system lends a helping hand regarding Value-Driven Behaviour, change, and change management. The constellations are changed when one Niche is altered because the Spiral Dynamics Integral is a complex living system that needs to be thoroughly understood. The Purple Niche may be exiting fear of change and emerges with an ego, the Blue Niche individuals will rely on the mandated, traditional rules and regulations, the Red Niche may not be thwarted by the these rules and questions personal power play tactics, while the Orange Niche portrays a manipulative stance regarding the change initiative with a need for contribution, which may not work with the Yellow Niche as the need for coordination and a sense of knowing is stronger and antibodies may be triggered in the Green Niche leaving the Green Niche employee feeling alienated from the group. For example, a Red Niche individual in the Spiral Dynamics Integral, will take orders from the big boss only, so the owner or shareholder must address the changes to a Red Niche manager. The Red Niche individual's emotional status during the change process will be a very competitive one, as they always want to be the highest achiever, gain recognition, and seek the motivation of monetary gain or the 'bling' value.

The Change State Indicator, is discussed fully in Section 4.5 in Chapter 4. Each Niche will also be experiencing different pathways on the Alpha, Beta, Gamma, Delta, and the New Alpha steps.

Eventually, by emerging ourselves into the complete understanding of the Spiral Dynamics Integral, with roles as the second-tier future leaders that have seen every face of humanity as an adult Humpty, the rhyme of Humpty Dumpty will be re-written as '*And the King's Men and the King's Women, Could Put Humpty Together Again*.' The crux of it all is to acknowledge that the human element can make or break an organisation.

➤ **Meta-insight 2: Communication is the core for success**

In any change process, communication is imperative. The fact that many managers fail to communicate the change processes to employees, the initiative ends in a total collapse of the intended change. Leaders, managers, and supervisors need to set a daily routine roster for themselves to constantly communicate, through all levels of employees, the change processes and what is required to achieve the goals. Management often does not uphold the communication process; they forget the importance of communication in any organisation. Sending a memo to just one supervisor and leaving it there leads to unsuccessful processes. Employees reflected concerns of not knowing what the change actually was, what is to be done, and how to go about it. This lack of communication established fear, anxiety, mistrust, and misunderstanding. Communication was shared only on a need-to-know basis. The impact of this lack of communication was negativity towards change. Talents and emotions are rapidly infected by the pervasive effects of a toxic leadership. Communication formed part of the main elements of The Interconnectivity of Change Framework, composed by the researcher, in Chapter 7. Communication is expressed in detail in Section 4.10 in Chapter 4 and the findings of an issue evident regarding communication are depicted in Figure 4.2. The Categories that emerged are from the Axial Coding, which is explained in Chapter 2, Research Methodology, Section 2.6, Data Coding and Analysis, together with the direct quotations in Section 6.2.3, Chapter 6.

Based on the findings of the research, lack of communication was one of the organisation's main downfalls. The meta-insight is based on communication as the core, thus how any change should be communicated to the different Human Niches, to ultimately achieve successful change or any communication process henceforth to be utilised with the Spiral Dynamics Integral Niches in mind. The reader is reminded to revisit Chapters 5 and 6 for greater detail on Spiral Dynamics Integral. The Beige Niche individuals would prefer verbal communication instead of long, drawn out memos

or symbolic graphs and picture demonstrations. Purple Niche individuals, similar to the Beige Niche individuals, generally prefer Folk tales or the story behind the task, prefer a verbal communication process. General meetings or addressing groups will work very well, informing the Beige Niche and the Purple Niche individuals, as long as the communication is verbal and comes from their group leader or elder or someone that these Niches identify with as one that they respect and look up to. The Red Niche individual, however, is a whole new ball game with preferences of communication that indulges in simple language drafted within fiery graphics or images. The Red Niche individual identifies with an eye-catching poster or memo sent via email and addressed to them personally from their superior, enhancing Red Niche ego boosting.

The Blue Niche individual appreciates a digital language form of communication formatted as a proper procedure or standard operating system that must be utilised henceforth for the change initiative; an email from one of the Directors or the owner of the organisation directly will suffice. Orange Niche individuals' communication styles prefer a quotation from their role model or a graph with profit percentages that may be achieved if the following process is followed, maybe even throw in an example of a previous productivity results report that was bragged about by the Orange Niche individual. The Green Niche individual possesses sensitive humility so approach of a gentle language is appropriate in communicating, openness about the entire situation and how this change will affect the future of the organisation and the world holistically. Yellow Niche individuals best identify with the facts, feelings and their instincts in their connectivity and communication ethics and they want the holistic view of the data and systems presented to them. Turquoise Niche individual's communication will involve a holistic, whole-Earth, global, multidimensional well thought of process which may include a spiritual approach.

In light of the Spiral Dynamics Integral overview of the communication preferred by each individual Niche, the organisation first needs to understand at what Niche their employees are seated and only then will the communication process be developed and executed accordingly. This meta-insight is critical within every organisation not only for successful change initiatives but also any future endeavours of any organisation. The importance of the human element and to ensure that everybody is on the same page, heading towards the same goals, with positive conquering problems attitude, means that success is imminent for both the individual and the organisation.

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'The single biggest problem in communication is the illusion that it has taken place,' In the words of George Bernard Shaw (Whyte, 1950:1174).

➢ **Meta-insight 3: The Absence of proper Leadership**

Inclusion of employees, Training and Leadership played an important role in changes within the organisation. The reader is advised to revisit Chapters 3 and 6 for the direct quotes from employees related to the following links to Inclusion, Training and Leadership. No change management components exist, ergo no planning was evident for any changes or if there was, then employees reported being excluded from those conversations. Owing to the fact that no assessment for readiness of change was conducted, the organisation, leaders and managers were entirely ignorant or unaware of whether employees would be emotionally or cognitively able to accept or adopt any change initiative. The aftermath of management and leadership ignoring resistance to change indicated more intense negative attitudes, fear of job insecurity and the absence of clarity on intended roles, responsibilities, and insufficient comprehension. Any change process, especially when implementing new systems, employees at all levels that will be the key initial data capturers need to be involved so their input can be considered. There is none better to explain the current issues experienced than the employee working with the systems. Change was occurring in a disorganised and unsystematic way with total disregard of employees' perceptions demonstrating a chaotic, ineffective top-down communication. Inclusivity, Resistance to Change, and Perceptions were introduced and addressed theoretically in Chapters 4 and 5 respectively.

Chapters 3 and 6 provided the outcomes regarding the lack of training. Employees emphasised that no form of proper training was provided to staff, no matter what new system is implemented. One employee, that management viewed as a key employee, was trained on a system and upon completion of that training, train the rest of the individuals. The main concern is whether the key employee's understanding and training was correct and relevant enough to train all level of employees in various departments. Other employees said that they were self-taught. The 'Penny Wise and Pound Foolish' concept reared its ugly head even in training methods. Is this new system just another case of looking for cheap systems that will not work for the organisation as a whole? Some employees voiced concerns such as how could they even consider the training process when

the employees are not even made aware as yet of the change; what and who will be involved and how they will be involved?

Narratives affirmed by Data in Chapter 3 generated the unavoidable truths of the leaders and managers' realistic reactions to certain situations. This meta-insight is the absence of proper leadership which was based on one of the main elements of The Interconnectivity of Change Framework, composed by the researcher. There are many tools and perspectives that managers and leaders can utilise to ensure successful change within an organisation. Any leader or manager can navigate through the change processes by building trust, managing fear, and encouraging a sense of duty and community orientation within the organisation itself. Employees mentioned the 'practice what you preach' saying, which aptly is relevant to any manager as employees mirror their behaviour, attitudes, and actions. Good managers lead by example. Concerns raised by employees were those of gossip, Gaslighting, laziness, and incompetence portrayed by their managers. Upon further observation, the researcher easily identified the individuals with these traits. Hiding behind a tough exterior was the actual guilt of the concerns raised. Certain individuals have thrown a team member or subordinate under the bus when a project was a failure thus totally obliterating trust from employees and leading the employee to also adapt the notion of covering for themselves instead of working towards what's best for the organisation. Others will take all the credit when things are going well and not give credit where and to whom it is due to. A common factor amongst the managers is they over delegate and over assign making specific individuals feel like they are targeted. The treatment of employees as though they are school children has created a sure-fire way of demotivation and discouragement of an employee from bringing in an urgent problem to be assisted with.

There was mention of favouritism by managers towards certain employees only, creating a sense of frustration with the unchosen employees, leaving a feeling of them working so hard and not being noticed so they stop going the extra mile for the organisation. Gossip amongst the favourites and managers has heightened to a catastrophic level and a massive explosion of the resultants thereof is eminent. Management does not in any way give clear, precise direction of the aims and processes of any project or change initiative. Unrealistic expectations are set with no guidance, distorting the difference between overworking employees, and challenging them. The most

damaging character of managers is that they do not listen to an employee that is speaking, rather goes onto their cell phone or reads an email, emulating dismissive outright ignoring of the employee. These managers are just too arrogant to realise the value of their employees' input and miss out on opportunities to improve the organisation as a whole. One specific manager's reign caused fear. The understanding is that this manager imprints upon the employees that they were actually lucky to have this job and includes a tacit threat that there are ramifications at the end. Employees were uncertain as to where they stood and avoided all interactions with this manager. 'Actions speak louder than words', but the managers do not lead, and they do not in any way keep to the value or mission statements of the organisation.

The P-O-A introduced in Chapter 4 is explained and linked here, and assists with the Inclusion, Training and Leadership aspect. P (Politeness), O (Openness), and A (Autocracy), constitute the foundation that every Spiral Dynamics Integral manager should adopt for coaching, teaching, or even counselling any other human being. Enterprises are bound to collapse is one of these three factors are weak or absent. P-O-A provides the base in moulding Organisational Development initiatives, employee training strategies, the restructure of organisations and planning for change initiatives. The positive generation of responses through the entire Spiral Dynamics Integral makes the P-O-A universal and may be utilised as a tool when engaging with large audiences, clientele or even individual employees and wears well over a leader and follower relationship.

P – The Politeness Factor

Politeness includes being civil, considerate, genuine, friendly, civilised, sensitive, cordial, empathetic and firm but fair. Leaders, executives or even just a common employee, may be considered for 'charm school' or 'politeness training' that enhances a simple approach to humanity, decency, and respect for both oneself and others. The dynamics of politeness allow the manager or leader to exhibit genuine interest in individuals allowing the development of who they really are, accept and respect cultural differences showing proper empathy when in need; for example, offering condolences upon hearing of a death of a family member or recognition on a personal achievement, show a balanced, genuine interest in the individuals lives without prying, and listening to the individual without any distractions while when the need arises to express time constraints in a manner that does not make the individual feel dismissed abruptly. When Politeness

is evident, Purple Niche individuals will feel safe and included in the happenings within the organisation; Red Niche individuals will not feel so alienated and identifies the respect reflected; Blue Niche individuals sense the presence of 'decency and basic goodness'; Orange Niche individuals becomes complacent with the absence of threat or a challenges; Green Niche individuals will recognise the compassion towards human beings; Yellow Niche individuals admire the non-intrusive, gratifying atmosphere where wonder and inquisitiveness is the norm, and the Turquoise Niche individual feels the freedom to explore whatever deemed fit without being ridiculed.

O – The Openness Factor

Openness and Trust go hand-in-hand, so if trust is weak between the managers and the employees, then openness will be faint too. Management and leaders must be genuine, transparent, forthcoming, sharing, accessible or available and emotionally candid. Complete Openness allows for communication and straightforwardness amongst individuals and groups, encouraging employees to do as the leader does instead of just doing what they are told without knowing why. The Openness eliminates rumours and misinterpretation with the upfront explanation, thereby still holding onto the confidentiality and security measures, with appropriate privacy arrangements in check. Relationships within the organisation are strengthened and the interpersonal communication processes are free flowing when there is a healthy Politeness and Openness factors are evident, enabling employees to share what is going on with them or what is off limits or their views on certain aspects without any repercussions on what they have to say. Emotional confrontations or miscalculations, tension build-up and misunderstanding developments are all avoided by daily interactions involving Politeness and Openness. When Openness is solid, Purple Niche individuals are confident to express their fears; Red Niche individuals are encouraged to speak frankly without being penalised, judged or subdued; Blue Niche individuals stand firm in moral perspectives and discuss offences through any medium; Orange Niche individual may be able to argue a manifestation without actually being disagreeable; Green Niche individuals gain reassurances that everyone is legitimate with all their feelings and emotions being acknowledged; Yellow Niche individuals will be able to say whatever needs to be said, when the time has come for it to be said, and will be fully aware that idle chat is not a mandatory factor. The Turquoise Niche individual

will be able to connect with the complete range of insight etymology without first asking for permission to do so.

A – The Autocracy Factor

The Autocracy factor involves the managers or leaders taking charge, undertaking responsibility, realising when to say halt or 'the buck stops here', and showing willingness to sacrifice oneself or place oneself on the line. With the Spiral Dynamics Integral is present, managers 'manage', and leaders lead through P-O-A, where a healthy Autocratic manager or leader is not a tyrant and is highly unlikely to become one. An Autocracy manager or leader will exhibit various decisive styles by determining the appropriate resolution for a specific situation and acknowledge the possible outcomes and implement the actions immediately with Politeness and Openness at the forefront and baseline. The Purple Niche individual relishes in the Autocracy leader as a strong 'chieftain' of the group; Red Niche individuals respect only this assertive tough leader; Blue Niche individuals reflect desires to hear the opinion of their righteous higher authoritative figure; Orange Niche individuals thrive on this accelerated action and heightens individual initiatives; Green Niche individuals only accept and share in the Autocracy if it benefits all; Yellow Niche individuals gain their comfort in the functional flexibility and in proficiency-driven systems, and Turquoise Niche individuals begin to explore the need for integrated control systems on an immense scale.

Politeness, Openness and Autocracy within any organisation initiate the foundation and levels the field, enabling leaders to gain a greater lock on the Niches addressing the short- and long-term situation by shaping the communication and techniques for each specific Niche profile. The organisation will stay in its milieu when the P-O-A elements are adjusted either upward or downward whenever required, creating a significantly more satisfying place for all to work in with the advantages of efficiency and usefulness at the forefront. Organisations that adopt the P-O-A factors within the organisation not only breed great leaders but great, happy, productive, and loyal employees, thus ensuring any successful change initiatives and the thriving future going concern of the entity. Inclusion, training, leadership, and many other issues may be addressed fluently and immediately by applying the P-O-A factors within the organisation, ensuring that the relevant goals are accommodated appropriately.

8.2.5 *Overall Research Question*

Why, despite all the issues in successful change, do managers not consider the Value-Driven Behaviour of employees before and during the change processes?

Finally, the main research question as mentioned in Section 1.4.3.1 of Chapter 1, is addressed. The main research question is conceptualised around understanding the Value-Driven Behaviours related to change, as elaborated in Chapter 5, and assesses the affinity towards change within an organisation to understand the key components that lead to successful organisational change implementation. One of the biggest problems with organisations is successful change. Change and Change Management may be reviewed in Chapter 4. Change is imperative for the organisation to remain a going concern and be competitive, however research has demonstrated that change initiatives fail repeatedly. Successful change requires effective leadership. Leaders that apply the 3 Cs of change guarantee successful change: Communication, Collaboration and Commitment. If the 'what' of the change is linked to the values of the organisation and is filtered down throughout the organisation by executive management to all levels of employees, it ensures part of the success of the change. The most critical factor of any successful change is bringing the employees together to plan and execute the change, including encouraging employees to participate in decision-making right from the beginning, thereby also strengthening their commitment. The managers or leaders themselves need to make that ultimate commitment and adapt to the challenges with positivity and persistence. The 3 Cs require the human factor and how they will react to any change. Employee consideration was not evident within the organisation during this change process.

As emulated by many employees within the organisation, reported in Chapters 3 and 6, all levels of superiority chose to keep everything, including decision-making close to their chests and not divulging anything even when it affected the organisation as a whole. Change initiatives, processes, planning, and decision-making were dealt with in a secretive manner amongst only certain managers, which excluded those key players who needed to be involved. Management does not understand the employee, how to approach each key individual and to explain the changes occurring and the change process. The most important factor within the organisation is that the employee is viewed as just someone that will do as they are told and not valued as a human being. If an individual is not seen as anything of importance, then their emotions, feelings, perceptions, personalities, and attitudes do not exist to management. All these the ingredients constitute their

Value-Driven Behaviour, and it is extremely important to factor into any change process. Emotions, theoretical background in Section 5.4 of Chapter 5, provide insight into what motivates people and how to improve performance. Many employees asked rhetorical questions during the interview process: 'Are they better than us? Do they realise that they need us to do the work? We are the ones working on the system so why were we not consulted?' The attitude linked to this type of questioning was that of negativity, which leads to resistance to change, with the theoretical backing in Section 5.12 of Chapter 5, which is one of the main sources of unsuccessful change.

Managers, within this organisation and other organisations, are required to solicit and encourage ideas and inputs from employees; however, this cannot be asked of them if they are not relevantly empowered and tasked with focus on short-term results only. Another dominant factor is micromanagement by top executives or shareholders, reflecting the spoils of suffocation, demoralising, and the death of creativity. The answer to many of these questions lies within the management team. Some managers think the entire organisation revolves around them only and behave in a manner as though they are now the owners of the organisation. These managers tend to make all decisions solo while ignoring feedback or concerns from employees and take credit for all the ideas and hard work established by their subordinates. This leads to the employees' sense of feeling unappreciated, plummeting morale and employee engagement. Often, on employees promoted to management positions, the managers tend to forget where they came from and at some stage, they were also at the lower-level employment. Managers who possess this superiority complex entice a distinction between management and employees, treating the employee as insignificant. Great leaders and managers do not talk down to their employees or subject them to intuit inferiority. This superiority also interjects untrusting management traits, whereby management creates an atmosphere amongst employees that they cannot be trusted or those employees that are successful are viewed as a threat and will take over their position in time. Managers lead by example, whether by choice or not, and sadly, the example they set is not ethical.

8.3. The Interconnectivity of Change Framework

Chapter 7 illustrated The Interconnectivity of Change Framework in Figure 7.1. A conceptual Interconnectivity of Change Framework was developed by the researcher, that drew from the crucial findings presented in Chapters 3 and 6, since they materialised from the data. This

framework integrated information pertaining to previous chapters with the purpose being to synthesise the theory and gathered data into a unified whole in order to contribute to the academic, theoretical framework of change manifestations though Spiral Dynamics Integral and Value-Driven Behaviours.

Any organisation is confronted with the increasingly, continuous growth of economic, cultural, social, and political relations. To subdue and conquer these difficulties and let loose the full potential of individuals, one must understand the employees current state of mind. The organisation is often the only safe haven to some individuals. Management needs to realise that each employee has the ability and potential to change, but these employees need support and assistance to evoke their internal inventiveness and inner consciousness. Change is intrinsically paradoxical. The current paradigm needs to be released or adaptation must be the forefront, so that one may develop and broaden one's horizons. This becomes changeability or adaptation becomes evident. The state of disequilibrium within individuals opens pathways for new possibilities and allows the individuals to explore renewed explorations for their future.

Often, change is the crisis that disturbs an individual's stability, allowing for vicissitude and growth to be enhanced. Therefore, employees will at first move downwards on the U-Movement Curve, during the change initiatives, and may also begin moving slowly up the U-Movement Curve as depicted in Figure 4.4 of Chapter 4, with the assistance of the correct facilitation or training. Stress is a feeling of emotional or physical tension. It can arise from any event or thought that makes an individual feel frustrated, angry, or nervous. Change somehow seems to increase the stress level of employees. The data of this research strongly indicates that organisations are unable to properly address the emotional attributes of employees, based on the fact that the human factor is not considered when change initiatives surface. Stress being only one attribute to emotions, that are not addressed at all within an organisation, underscores the implementation of any change initiative with success.

Figure 5.1 of Chapter 5 detailed the links to Value-Driven Behaviour, which included personality, perception, emotions, anxiety, attitude, passion, organisational culture, leadership, behaviour, resistance to change and Human Niches. These elements were explained in great detail in Chapter

5 and is linked to The Interconnectivity of Change Framework on Chapter 7. This research has led the researcher to believe that all of these elements affect each other and change itself affects all these elements in some way. As mentioned, stress contributes to an emotion. Any emotion of an employee will affect the change of the organisation and change itself triggers emotions such as stress within an individual employed at the organisation. Emotions lead to the employees' very own perceptions of the change and if the change initiative is not communicated properly then employees are bound to perceive the worst of the scenario that lay ahead.

Image 5.1 of Chapter 5 shows that the cat seems so confident that he is a lion – which naturally speaking the lion does belong to the cat family. However, everything about the lion is totally different from this little cat. Attitudes comprise of beliefs, emotions, and feelings. 'I am the king of the jungle and cannot be conquered' comes to mind and this may be detrimental to the organisation. There will be some difficulty with the change initiatives if all employees thought this way or be in the total opposition of this thought. Segregation of duties play an important role here. Management cannot expect the character of a cat to be the king of the jungle. Place the employee in a position that is best suited for that employee and do not underestimate the value of an employee. Employees may also perceive the change that is coming as something so massive and start to panic taking the rest of the employees into that same state of mind as well. One may perceive this change as very bad for the employees because they are going to cut down on employees whilst another will perceive this change as something they can use as a steppingstone or promotion. High levels of psychological distress are linked to employees' perceptions about themselves, change initiatives or even management. This leads one back to emotions.

Similarly, employees become passionate about their jobs over a period of time and seem to become comfortable with the great system they have developed to make their jobs easier for them; however, when change comes along, it disrupts that order and the passion seems to dampen due to perceptions, emotions, and anxiety. One should always enjoy what they do every day. There is harmonious passion – which relates to the balance and flexible involvement in their duties, and then their obsessive passion - which is intense love and sturdy commitment for an activity. Having a passion for your job can become extremely tricky when a change initiative is introduced to the organisation. Passionate employees will seek to improve themselves, their roles, and the

organisation itself. However, when the change initiative indirectly impacts on what they are so passionate about, negativity or self-doubt creeps in, often leaving the employee with a feeling of a little bit of joy being taken away from them. Generally, inspiration comes from a role model at the workplace. Role models often also reflect the same passion as their protégé so change upsets the apple cart and how one deals with these employees becomes critical. Anxiety plays an important role when the change initiative is being implemented but not communicated appropriately or when the employee has no clue of their role in this change or how it will affect their daily chores. Ultimately, all this also links to an individual's personality. Personality is the individual differences in characteristic patterns of thinking, feeling, and behaving. Thinking relates to the perceptions that leads to the anxiety of an individual whilst passion is closely linked to the feelings of an employee during any change process of any given time.

Organisational culture and change normally do not work well together and other contributing factors such as the human elements also play critical roles. The organisation's culture was that generally everything is a secret. Information that was related to the employees was based purely on only management needed to know and the employees heard a different version via the grapevine. This evinced to be catastrophic, considering how important communication is, with the likely alarming nature of these changes and the lack of trust within the organisational culture. The organisation needs to change its culture regarding the communication processes carried out especially regarding change. If the change initiatives are not communicated in a proper, appropriate, thorough manner of understanding it could lead to the collapse of the organisation as a whole. Communication strategies, should be developed, within organisations, together with applicable brain research and Human Niches theory. In light of the link between change, organisational culture and the communication, management and leaders were part and parcel of the non-communicative problem and possibly some even responsible for the start of gossip and via the grapevine messages in respect of change and any other story carried around the organisation. As reflected in Chapters 3 and 6, leaders should be leaders and the reader is reminded of the theme, *Your Follower Is Not Always Your Fan*. Justifiably so, how are employees going to follow someone who is not worth calling a leader due to the lack of communication? The most prominent Leadership characteristics that were featured during the research were greed, power, and inefficiency. Leaders are distinguished through one's personal credibility, linked together with the

ability to adjust and combine emotional elements. Individuals appreciate transparency of the organisation, particularly when change initiatives affect their jobs or personal lives. Involving them in the plans or at least advising them of the changes, will change their current state of mind and work hand in hand to make the change a success.

Furthermore, emotions elicited by certain managers or so-called leaders have resulted in favouritism, and even animosity. Such emotions, when provoked, may divide and fragment a workforce. These types of behaviours by management, coupled with any of the elements in the Interconnectivity of Change Framework, affects the Value-Driven Behaviour of all employees. Values-Driven Behaviour is about establishing a life with particular qualities, human behaviour that is shaped by the environment. Employees find alignment between their personal values and the organisation's values, generating a motivated and unified workforce. Management and leadership are supposed to set examples for their organisations and live the values that they preach. Value-Driven Behaviour is highly significant in change initiatives and could hamper, or even lead to resistance to change. It relates to the mind-set of employees at any given time whilst at work. The closeness of the attitudes, emotional state, beliefs, and other emotions clearly depict Value-Driven Behaviour and vice versa.

Change, Attitude, Perceptions, Emotions, Passion, Personality, Organisational Culture, Communication, Leadership and Value-Driven Behaviour also led to resistance to change. The change itself may the core hate of employees or the change may not have been communicated very well with the positive attributes and how it would improve the lives of the employees. So, words via the grapevine will dampen the spirits of good change initiatives affecting the attitude of employees, causing anxiety in some, which is based on the employees' perceptions of the change itself. Emotions and Passions of employees may reach a haywire stage for any number of reasons linked to change or any other elements mentioned here.

Negative attitudes, emotions, and anxiety may be the most lethal contribution to the resistance to change. When resistance to change edges in, it could be detrimental to the change initiative, the organisation itself and at heavy financial implications. Employees generally resist change because they do not understand the change; are not informed enough of the change initiatives; it has been

rumoured that it will affect their job security; fear of failure; not being included in the change process from the beginning; mistrust regarding management; threat of power; comfort zone is now disrupted; increasing workload; past experiences; surprise; fear of the unknown, and/or all of the above. When resistance to change starts to set in, the behavioural patterns of the employees also change. It becomes noticeable when they are blasé about attendance or late coming on a daily basis, which seems to be their new mission, or when they have an attitude of 'Why I should be the one to change', drifting off or daydreaming at their workstations, taking more smoke breaks, standing around in groups listening to gossip of what they assume is happening and so on. The employee may also become more withdrawn and unsociable when the usual Friday drinks are arranged and their physical demeanour changes.

Human Niches and Spiral Dynamics Integral play a very important role in respect of change and all other elements linked to change because it offers an understanding of human beings. Once managers and fellow colleagues understand each other and employees, then any transition will be a smooth, successful one. Chapters 5 and 6 explains Spiral Dynamics and the Human Niches in detail and links the different niches to specific individuals and their behaviour at a particular time, with direct quotations from employees to grant a better understanding, while educating one on the various types, personalities, attitudes, and behaviours linked to each Niche. This typology of behaviours affects any change initiative, and one must be fully aware on how to deal with each of them. Eventually, all of the aforementioned elements will give rise to the achievement or fall of the change initiative.

8.4   Ensuring Quality Data

An interest in the quality plays a significant role during the qualitative research process including Grounded Theory and is a requirement in this research since all the collected data was qualitative in nature. The potential of research lies in the ability to communicate in approaches that are valued by a diverse audience. This research was weighed against the trustworthiness criteria of Brink (2010) and Moser (2010), demonstrating credibility, authenticity, transferability, confirmability, and dependability, including rigour as the qualifying measurement of the quality of work done in this research as established by (Brink et al, 2015). As discussed in Section 1.8.9 of Chapter 1,

quality in qualitative research was addressed and achieved by credibility, authenticity, transferability, confirmability, and dependability.

8.4.1 *Credibility*

Charmaz and Thornberg (2020) emphasised that credibility is an important marker of quality in qualitative research and credibility is initiated with sufficient data, constant comparisons, and emergence of a thorough analysis. Johnson, Adkins, and Chauvin (2020) asserted that open-ended interviews allow for clarification of participants responses in respect of increasing credibility contributing to the assurance of quality data. Reflective researchers note that critically assessing stories and experiences was included as part of the strategies to establish credibility during the data collection, data analysis and data interpretation, in this research. The researcher ensured that the notes of significant developments and decisions affected and shaped the research was also retained. The data collection, continuous analysis, and theoretical sampling of Grounded Theory were maintained by timely confirmation to reveal the outcome of the employees' stories categorised eventually into themes. As the categories and theory emerged, the researcher verified interpretations during the transcribing phase to draw the specific patterns and wording from employees. The researcher, being one of the Executive Directors at the time, had the privilege of the two-fold experience of hearing the research participants stories, views, and experiences, together with working with the employees within the same environment, and thus verified the experiences. This increased the credibility of the data.

8.4.2 *Authenticity*

The researcher conveyed the true experiences and feelings of the employees of Krost Shelving (Pty) Ltd, thus establishing authenticity by context-rich and meaningful descriptions. Data collected from the participants was accompanied by a detailed description of the context and where appropriate, quoting their exact words during data analysis as mentioned by (Creswell and Clark, 2011). In accordance with Saini and Shlonsky (2012), the researcher explained who the participants were, and how participants were involved throughout the research to authentically describe what was sought by the researcher for this study.

8.4.3 *Transferability*

Stenfors, Kajamaa, and Bennett (2020) noted the detailed description of the findings of the research, how it was performed and how it was shaped ensures transferability to another setting. The coding processes and their outputs of this research provided applicable illustrations together with contextual and other rich detail that contributed to transferability. Johnson *et al.* (2020) stated that in respect of transferability, the researcher produces specific related information so that the readers can identify with or determine whether their findings and results may be applicable to their or any other situations. The researcher ensured that any reader may gain an understandable, sensible, and significant perspective of the research context and can assess its transferability to the phenomena that they are perusing. To promote transferability, the researcher endeavoured to circumvent any jargon and the representation of the participants' data through simple language that may be appropriate to businesses, daily working life and any organisation initiating change processes.

8.4.4 *Confirmability*

Stenfors *et al.* (2020) postulated that confirmability is the clear link or connection between the data and the findings. The researcher, acknowledged her position and relations to being an employee as well as at the same organisation as the research project, and embraced participants' perspectives and perceptions so there was no conflict of interest. The original data, audio recordings, transcriptions, and any form of communication to the research participants, was stored safely throughout and after the research to facilitate and ensure an audit trail, by the researcher. Johnson *et al.* (2020:141) indicated that it is important for the researcher to ensure and communicate to the reader that the results are based on and reflective of the information gathered from the participants and not the interpretations or bias of the researcher. The researcher documented all choices made and examined whether any internal bias tainted interpretations, constructing an audit trail for other researchers to follow. The researcher frequently re-visited the transcripts to authenticate adherence to the research participants' opinions and experiences and ascertained that these were not the preferences that may have been harboured by the researcher.

8.4.5 *Dependability*

Burns and Grove (2011) asserted that dependability is another main criterion that is used to establish trustworthiness and an indicator that extent of the findings and recommendations reflected are a true presentation. Polit and Beck (2018) indicated that to ensure dependability and credibility of the findings, the same strategies are utilised. Birks and Mills (2011) observed that triangulation, coding and re-coding procedures serve as means of reaching dependability. Polit and Beck (2018) reminded researchers that if dependability is absent, credibility is unattainable. The researcher accounted for the ever-changing conditions within the research setting as it transpired and how the process and content was modified to accommodate any new requirements. This was done in repetitive cycles per phase of review and re-development on an ongoing basis. As stressed by Strauss and Corbin (1998), the researcher applied a systematic approach to the Grounded Theory-based study through which data sampling, data collection and data analysis were incorporated within the research through theoretical sampling, coding, and constant comparative analysis.

8.5 Contribution of This Study

Change can be achieved successfully by administration of proper change management channels, great leadership skills, inclusivity, Human Niches, and the understanding of Spiral Dynamics Integral. A combination of all these eliminates resistance to change, emotional distress and a complete collapse of the change initiative. The researcher's contribution to this study holds significance through the development of meta-insights derived in respect of Change, Spiral Dynamics and Human Niches, and Value-Driven Behaviour. The Inclusivity of Change Framework is the most phenomenal contribution to this study, individuals and organisations. The unique contribution of this study relates to the phenomena of the Value-Driven Behaviours of the employees that contributes to the success or failure of change initiatives. Organisations, societies, communities, and individuals conform to the ubiquity of change. For organisations to remain competitive and a going concern, it is necessary to constantly change, and therefore to frequently anticipate planning for, implementing and living with change. The study enlightened many contributing factors that make the change initiative a success or a failure. The researcher's application of grounded theory principles, reveals a reasonable and useful method of demonstrating a feasible and practical effectiveness of change within organisations. The empiric analytical

assessment, interpretation and presentation of the organisation provides a guide of the observed phenomenon that enhances unique and new knowledge.

The Interconnectivity of Change Framework, composed by the researcher, is the major contribution to this study. During this study, the researcher encountered many aspects or elements that are strongly associated with Change. The main elements are Communication, Leadership, Spiral Dynamics Integral and Human Niches, Employees Emotions and Value-Driven Behaviour. The interlink stems in strength from Change, besides the interconnectivity to Change, emanating the following interconnectivity; Value-Driven Behaviour (Communication, Employee Emotions, Spiral Dynamics Integral and Human Niches); Employee Emotions (Communication, Leadership, Spiral Dynamics Integral and Human Niches) having most of the elements linked to them; Communication (Leadership, and Spiral Dynamics and Human Niches) and Leadership (Value-Driven Behaviour, and Spiral Dynamics and Human Niches) follow close behind; with Spiral Dynamics Integral and Human Niches as the newest link that has not as yet been evident within Organisations' change initiatives, which is what makes this contribution so unique. The reader is directed back to Chapter 7 for in-depth study.

Many organisations, leaders, and managers often fail to take into consideration the emotional status of their employees during a normal day, let alone during a change process or change initiative; this plays a critical role. The reader is reminded of Chapter 3, from Tables 3.1 to 3.6 (Annexure E), where the Categories of the research came to light as an appetiser of the actual meanings of the employees' viewpoints. The Categories discussed in Chapter 7 emerged from Open, Axial and Selective Coding in Chapter 3 and are theoretically discussed in Chapter 2. The embeddedness of the research conducted in this specific manufacturing organisation, Krost Shelving (Pty)Ltd, is unique in context settings, allowing the research to surpass the general approach to Change with structured topics that include Communication, Value-Driven Behaviour, Leadership, Employee Emotions, and Spiral Dynamics Integral and Human Niches. This research contributes by identifying and deriving certain organisational variances and worldviews that will add to the understanding of Spiral Dynamics Integral and Human Niches together with Value-Driven Behaviour in respect of any Change within any organisation. It contributes to the broader understanding of Change and the Human element.

The researcher has evidenced the confirmations of Communication, Value-Driven Behaviour, Leadership, Employee Emotions, Spiral Dynamics Integral and Human Niches together with their interrelations between all but the 2 aspects that became clear to the researcher is that 1). Spiral Dynamics Beige and Value-Driven Behaviour is not in theory this way. There was a gap there and so the researcher explored it further and went onto Covid and Beige to see if there is more. 2. Then there is a gap with Value Driven Behaviour (by this I mean value in the moment in spiral and not the value meaning worth). Should one be in a surviving systems thinking, then as a value one cannot work. Should one currently be in the Purple systems thinking and all for the family then one will not be able to do strategy and this is Spiral Dynamics in Action.

In this Interconnectivity of Change Framework, the researcher found in literature Change, Communication, Leadership, Employee Emotions, Value-Driven Behaviour, Spiral Dynamics Integral and Human Niches but none made the link between Employee emotions and Beige or the link between Leadership and Beige and how Leadership or one becomes Beige or how one becomes Beige during Change or at a time of Crisis. So that was the driver for the researcher, the other Niches are well structured in theory, but Beige reflected boldly in current theory. The Beige Niche was not the task of the researcher's thesis, but Beige linked to the current day Covid-19 pandemic aftermath emerged from the findings in this study and the researcher went further to look at societal change during covid. That's transferability, the researcher transferred this from the organisation to Covid-19 pandemic and then to Society and the whole world was affected by Covid-19. So, if it happens here in South Africa then anywhere in the world one may be in the Beige Niche. In respect of Spiral Dynamics Integral, the researcher has not found any relevant theory that indicates how one may go down the Spiral to Beige.

People are aware of the COVID-19 pandemic (discussed in Chapters 4 and 5), have personally experienced it, and have suffered the losses and raised concerns in respect of the threat to human existence. The pandemic has taught us the value of our lives as a whole. Goren (2020:4) in his article 'When the Shadow Archetype met Lady Corona,' stated:

Corona has violently diminished our Ego Activities and compelled us inwards… Humanity stands up facing a different Shadow; not a Hiroshima's World War disaster (planned and created by the human brain), but rather a "Lady Corona"; the Coronavirus disease (COVID-

19) where its mystery, arithmetic progression qualities and impersonation produces fear, terror and death, and a spontaneous eclipse.

During our transformation into other levels within the Spiral Dynamics Integral, society in arrogance disregarded the environment, disabling the next generation from learning about other cultures or from trusting their survival instincts; hence now, during this COVID-19 pandemic era, we are forced to accept these new realities and adopt different means of living from other cultures to survive. This brings us to the Beige Niches discussed in Chapter 5. The COVID-19 Pandemic era is a chance for a change, a change down the Spiral Dynamics Integral to the Beige Niche. According to Goren (2020:15), the human persona as we know it is now the past: fashionist, branding symbols of status, with designer offices (open space vs. closed secretary battalion indoor office), personal cards, personal items, gadgets, icons, bags, vehicles, personal assistants, and many more such features: "all were either frozen, halted, postponed or turned irrelevant" when the COVID-19 pandemic began. Everything that reflects the modern, technological lifestyles that was placed on high pedestals previously has now reverted to primal basic needs of the simplicity seen in the Beige Niche.

During a certain period of this pandemic, all the human brain could comprehend was gaining sustenance, food, medication, or antivirals to stay alive, simultaneously accepting assistance from neighbours, friends or even strangers that showed some compassion. Many may view this coming together in South Africa as the Purple Niche, in line with Viljoen and Laubscher's (2015) 'Ubuntu approach'; however, the researcher views this as the survival of mankind instincts of the Beige Niche that are predominant. In agreement with Dawlabani's (2020) views of human lifestyles today, with the Sixth Extinction being underway, this emphasises the fact that the pandemic has become a messenger, reminding us of our own obsessions, competitiveness, and ignorance to respect all other life forms, to cooperate with each other, and with nature. Graves (1970:136) mentioned that the A-N, Beige level of existence is seldom seen today, except in rare or pathological cases. However, Beige is evidently in full force now due to the raging Corona Virus that tends to persist. Laubscher (2013) emphasised the Beige Niche as commonly found in children, survivors of war and those critically ill, which in essence relates to the world currently during this pandemic and our fight for survival. Humanity is fighting a war against the deadly pandemic,

survivors of the pandemic (war) have now trusted their instincts and gone into a survival mode only. Beige Niche individuals act immediately in the interest of their survival, and humans are accessing their Beige Niche now to survive. The researcher is drawn to the mentions by Croft (2008) and Laubscher (2013) that human beings have the potential to go to Beige under extreme stress and the rise of crises leads to a closing down of other thinking systems. The Beige may thus become the prominent Human Niche. During this time of crisis, human beings are portraying more of the Beige Niche than anticipated before.

Beige Niche individuals have a sense of *knowing* and the cunning ability to survive under conditions in which other thinking systems will be unable to continue. As addressed by Viljoen and Laubscher (2015), it is now during this COVID-19 Pandemic that the Beige Niches are clearly visible by human beings withdrawing, thus currently offering unique coping mechanisms to the world; the unique intelligences/gifts that only Beige can bring to the Spiral Dynamics Integral are now prominent. So, Beige Niche Individuals must rise as we save our species, enabling the degree to which the survival senses are exponentially multiplying, where the individual must fight the beast (COVID-19 pandemic) to survive. How can we contemplate moving into Purple, Red, Blue, and Orange, Yellow, or even Turquoise during the pandemic when our minds, bodies and souls are leaning so heavily towards Beige with the full intent of survival first?

The researcher closes this very enlightening experience in the words of Viljoen (2021:17):

It is often important for an individual to suspend their own thinking system in order to connect with a person with an alternative thinking system. The minute that judgement or expectations are withdrawn, the relationship may shift to wonderful, shared moments in a Beige way of being. I am reminded of Loraine Laubscher that always warns that human niches have no correlation with general intelligence. It deals with how we adapt to changing life conditions.

8.6   Supplementary Contributions to The Study in A Nutshell

The researcher has contributed to this study The Interconnectivity of Change Framework including Value-Driven Behaviour, Human Niches and Spiral Dynamics Integral, based on its application in a South African organisation, exposing the harsh reality that the human factor is ignored. Individuals behave differently in the status quo and differ vastly in their potentials or abilities to

cope with change, hence this study investigated individual change perceptions and the emotions generated. The anxiety, stress, mistrust, and resentment employees experienced during the changes within the organisation found a very negative outlet. Various emotions were highlighted, through the process of grounded theory, that were at the forefront during the change initiatives. Management needs to understand each individual and their reaction to everything during various periods. This is where Spiral Dynamics Integral and the Human Niches become pertinent. Employees were rendered as the human element with definitive resources thus enabling future success in change initiatives within any organisation. Emotional experiences and Value-Driven Behaviours of individuals during change processes was the contributing factor to the body of knowledge in this study.

This study also integrated Human Niches and Spiral Dynamics Integral into the changes within the organisation, which may impart insights that ensure success for individuals (employees), leaders (management), organisations and ultimately, society as a whole. Emphasis was placed on the role of employees as individual human beings, which is a critical success element. Individual change experiences can be enhanced further by applying the different thinking systems, expressed through Spiral Dynamics Integral, throughout the organisation. Consequently, this research may potentially provide management and organisations with a unique toolkit to intercept South Africa's, or even the world's unique and diverse challenges. Without proper leadership, there is the absence of successful and sustainable changes within any organisation. Awareness of poor management and leadership skills may assist organisations to sidestep some of the snags of change within an organisation.

Employees and Change are unified functions since neither one can function without the other. This study aligned the Value-Driven Behaviour of employees with the changes within the organisation. The research further identified emotional aspects of employees and their characteristics relevant to the change processes, together with relevant change success factors. Anything that becomes different is referred to as 'change', thus it is distorted and reduced to simple fragments applicable to relevant contexts. Change can dispense risks or opportunities; providing a comprehensive account of change within an organisation, combined with Human Niches and Spiral Dynamics Integral, linked with employee Value-Driven Behaviour, may assist organisations to minimise the

risks that accompanies the change initiatives. Employees are crucial to changes within an organisation. This study provided an understanding of Spiral Dynamics Integral and Human Niches to enable management and leaders better develop consciousness of employee's behaviours. Employees will become the organisations leading and competitive edge.

This research increases the body of knowledge on change processes. Critical factors of management of change and change initiatives were identified. Integrating the human element (employees), leadership, Spiral Dynamics Integral and Human Niches, could assist organisations to fully harness the human potential to the benefit of society as a whole, the organisation, and individuals, bearing in mind that leaders also slot into a specific Human Niche at any given time. All these conclusions merge with the overall aim of the study, namely, to understand the importance of Value-Driven Behaviours of the employees related to change within the organisation. This was achieved through the holistic exploration of change, while remaining cognisant of the interaction between the various elements affecting change. The researcher has adopted Spiral Dynamics Integral where it does make sense and is reminded of the Purple Niche individuals in Africa, who were identified by Laubscher (2013) during her in-depth research of Human Niches and the Spiral Dynamics Integral. Viljoen and Laubscher (2015:12) emphasised that the spirit of Purple is alive and well in Africa, with emphasis that this spirit must be recognised, protected, and celebrated. The clearly interrelated aspects of the Purple in Africa were identified by Viljoen and Laubscher (2015:8) as 'People relations, Family Relations, Rules of behaviour, and Ceremonial or ritual behaviour, showing an interplay between the self, the human domain, the physical domain, and the sacred domain, with the adaptation of the human domain including the physical planes of sky, land, and animals to the mix'. This is more evident in the current state of South Africa with the COVID-19 pandemic, discussed in Section 5.14.3 of Chapter 5. The Purple Niche's life is all for the community and the same community lives for the individual.

The world is heading towards the lower levels of the Spiral Dynamics Integral, especially due to the COVID-19 pandemic. The changes of the work of Graves and Beck, and the identification of the Purple by Laubscher, all suggest that we are so pre-occupied by the high Levels/Niches of the Spiral Dynamics Integral that we totally miss the all-important lower Levels/Niches of the Spiral Dynamics Integral. The contribution of this work lies here. We need to do more work here. We will never go to the lower levels of conscientiousness if we cannot solve the old challenges.

Humanity will keep on repeating the same mistakes if the old ways are not sorted out. This needs to be very critically used as a method, not in isolation, but in conjunction with The Interconnectivity of Change Framework depicted as Figure 7.1 in Chapter 7, which contain the elements of Value-Driven Behaviour postulated, as drawn in Chapter 5.

The researcher has found that the unique contribution of this research is The Interconnectivity Change Framework, which may be utilised with other developments or change initiatives. Successful Change is complimented by the inclusion of proper Communication, skilful Leadership, understanding of Spiral Dynamics Integral and Human Niches, consideration of Employees Emotions and their Value-Driven Behaviours. The contributions of the three meta-insights that emerged during this study are heavily associated with The Interconnectivity of Change Framework. The researcher found that the Meta-Insights, namely, Acknowledging the Human Element, Communication is the core for success, and The Absence of proper Leadership, suggests cause and rectification to include all of the elements in The Inclusivity of Change Framework and can ultimately be achieved with a greater understanding of Spiral Dynamics Integral and Human Niches together with Value-Driven Behaviour. The researcher held a particular interest in Change, had the intention of enabling analytical processes to move through exploration into real-world explanations. Although these elements are confirmations of what already exists in theory, this research will assist many individuals, leaders, organisations, and the world as a whole.

8.7 *Limitations of The Research*

This research examined the organisational change solely in one organisation and is delimited to developing the grounded theory method with the flexibility to adopt strengths when interpreting the analysis. Vargas and Mancia (2019) mentioned that seemingly, there is no scientific research that is void of limitations, and researchers must make the distinction between study limitations and method limitations. According to Cooper and Schindler (2014), group interviews have a limitation of time constraints without much individual response with limited sampling accuracy. Therefore, the researcher has conducted individual in-depth interviews with participants instead. Theofanidis and Fountouki (2019) emphasised a researcher must be aware of and make known limitations on study designs, underlying theories, time constraints, and everything related to the data collection and analysis. Greener (2018) advocated that the results of the research report are affected if

limitations and bias are excluded, thus questioning whether the researcher had any regard for the aforementioned.

Timonen, Foley, and Conlon (2018) emphasised that most basic limitations in grounded theory is limits to theoretical sampling and generalisability of findings allowed. Aponte (2011) postulated that research in grounded theory serves as a springboard for any future study despite the limitations. Feeler's (2012) findings on limitations demonstrated difficulty is replication research due to the uniqueness of the research in grounded theory. Keserlioglu, Kilicoglu, and Ter Riet (2019) maintained that peer review and editorial steering increase the acknowledgements of limitations in research. Hussein *et al.* (2014) stipulated that any limitations in grounded theory can be overcome with time and experience. Poucher *et al.* (2020) asserted that to understand the limitation and embrace various paradigms is important in research. Perceptions of the change may change gradually over time, and other identities like professional characteristics may influence perceptions. Due to the changes within the organisation, the researcher encountered limitations in respect of attitudes, behaviours, and personal characteristics that were noted during the interview sessions.

8.8   Recommendations

Firstly, the researcher strongly recommends to any organisation to concentrate on the human element of the business. The emotional status of employees plays a critical role in any environment. Management is advised to seek at which Niche of the Spiral each employee is at, especially before any change initiative. We should investigate or study the Human Niches and Spiral Dynamics Integral concepts to gain that in-depth knowledge to become a cut above the rest. It is imperative to understand that Spiral Dynamics Integral and Human Niches highlights specific Value-Driven Behaviours of each individual in their own Human Niches. This will assist in how each individual of the organisation will be addressed in respect of the change process and enables acceptance thus ensuring successful change. This will assist not only during the change processes, but also in personal lives, within the organisation and the world itself.

Secondly, communication is the key. Communication is discussed in detail in Chapter 4, with direct quotes in Chapters 3 and 6. Managers need to ensure that all change initiatives are communicated

properly throughout all levels of the organisation as poor communication may be detrimental to the processes. When one's employees are made aware of upcoming changes and the reasons for the change, they will be more accommodating of the risks that follow.

Thirdly, management should be empowered through leadership courses, so they may become good leaders. Respect is earned, it is not just given: when this statement hits home for the management team, then there will be a smoother flow in all aspects of the organisation. This will ensure that one's follower will always be one's fan.

Fourthly, by the same token, employees should be informed when new systems are implemented and provide them with the proper tools to carry out their duties. One expects the best out of them, so employers need to be enabled to perform at the highest levels.

Finally, managers should ensure a segregation of duties. Employees need to know what their position is within the organisation and the list of duties is important to them. Often, when an employee assists with someone else's duties, going forward these become their duties too, with no additional compensation. Their contracts are not amended and when investigated, the duties are often totally opposite to what they are qualified to be doing. This affects not only the employee personally, but the organisation as well. One is not gaining the best out of the employee; this could lead to failure of performance in certain aspects or within departments of the organisation. All these critical factors need to be addressed to ensure successful change and for the organisation to remain at a competitive advantage.

The following is a suggestion from one of the employees of the organisation, RP17, who is also at management level:

"For me, in the future, I will think, like this is for your school but it can help the company. I think you should sit down with the boss. Every 3 months you take the staff in, ask them how to do you feel, because we at Krost Shelving, we end up losing the people that are hard working. Or because you like her, so you will always protect her: that won't help the company. Like now, we are a few working in the same office, but because you don't like me totally, so if there is a mistake then you have to point to me because you may be having a higher position, but you

know I have the better qualification. So, these are the things that are killing our company. We only realise when the person is already gone. We never ask him why you want to leave, and I won't give you an answer why I am handing over my resignation letter, but inside, I never explain to you. You can see how many people we have lost. I don't think we do the exit interviews. But here, we only meet when we have a braai so I don't think that can build the company.

A company must have a general meeting, sitting down with all your employees and asking them, where can we improve and what can we do? If we have that meeting at Krost Shelving, it's only going to be the managers or the shareholder that's going to sit down but through the general meeting. The people that's facing the consequences are the general workers. You never going to talk about the salary or the small issues that compound because you work on a higher position. Now I can give you an example: I am working in the warehouse, there is a customer here to collect a job, but operations called them to collect, and the job is still on the paint line. It will come out at 8 o clock tonight; I have to wait for that job. This won't even come to you because you are aware that the job is done and painted. That's the issue, we never had a general meeting, addressing everything. We have already confirmed with the customer that the job is ready, yet it is only going to be out of the paint line at 8pm. Always calling the people that are making the mistakes, but if we have a general meeting every month for 10 minutes then we bring the issues and how we can improve it.

Maybe we are not receiving the material on time, then you give me a warning that it's not ready and we can avoid all the issues… now they rather say that Director 2, he never orders the job instead of having a meeting and discuss why it all went wrong. Don't investigate it; the customer gets the job and then people work late and do their jobs, yet the one person has cost us so much because we don't talk. The people from the factory have got good ideas, they are working there for 18 years, 21 years but the person that comes in today he just gives them whatever. **Change is not the problem but how you address it.** Please bear with me, I am not racist, but here is only a colour work, the colour work, it's true. I am not being racist, it's just true. If you come to them with something that will help the company and they know it will, they just won't take it until they realise oh, we were wrong. They will come back to what you first suggested, but they

will bring it their own way, but it is the same thing you have given them through last year and they will never say it was your idea, thank you or well done. No, just get the credit and the praise for themselves".

8.9   TIPS™ Managerial Leadership Framework

Due to the years in the making of this study, the extend over into the TIPS™ Managerial Leadership Framework fell into the latter part of the research. There is an alignment of the Da Vinci Institute's (2020) TIPS™ managerial leadership framework with the Interconnectivity of Change framework and related models in this research as the primary approach. The frameworks may not align 100% to the entire TIPS model, however the level of alignment is sufficient to serve as a worthy example to initiate the TIPS™ framework within any organisational environment. All four elements of the TIPS™ managerial leadership framework have been reviewed and this study is strongly related to the management of people and systems thinking. Although this study is not connected to the technological and innovation pillars of the TIPS™ managerial leadership framework, the importance of employee input or those working on the systems are vital. The researcher, at this level contributes to the Innovation by the facilitation of the process and actions to develop, introduce and implement new ideas, new workflow processes, different systems thinking in line with the Spiral Dynamics and Human Niches to assist in the relationships between management and employees.

This study is anchored in the Management of People and embraces the human element that links to the management of people and the manner in which any organisation should ensure that employees participate, engage, contribute, and share their knowledge to enable the continuance of the company through considering the interconnectivity of change framework and the understanding of Spiral Dynamics Integral and the Human Niche that leads to Value-Driven Behaviour. The reader is reminded to revisit Chapter 6 and the Interconnectivity of Change Framework together for a greater understanding of this concept. The impact on the management of people in a unique way results in the chain reaction of the effects, directly supporting the levels of engagement of employees which led to the capacitation of their emotional intelligence, change resilience especially through mental, emotional, and behavioural flexibility and the ability to manage ongoing transformation within their work environments as well as within their personal lives and

communities. The employees are inclined to thrive in the emerging workplace environment with constructive commitments to performance of duties with more confidence, trust and belief in themselves as well as management.

In Figure 4.5, the Inclusivity Framework, the second yellow triangle in the framework refers to the principles of systems thinking. The essence of change is determined by these principles – change is inexplicable and complex causing self-organising within systems. The concept of systems thinking in this study stems from Human Niche, the reader is directed to Chapters 4, 6 and 8, whereby each Human Niche's systems thinking is unique and how management is to address each employee at the Level or Niche they are currently at. This study explored the systems thinking, the behavioural patterns and communication methods that suite these systems thinking and the how critical it is to the employees, management, organisation, and society. The Beige Niche systems thinking is Instinctive and leans on the survival instincts to obtain food, water, warmth, protection, and staying alive, which the researcher believes that most of mankind has revisited during this worldwide COVID-19 pandemic. This Beige Niche systems thinking forsakes all luxury items such as driving fancy vehicles to work and appreciates working from home with a minimal salary to buy food and just survive.

The Animistic systemic thinking of the Purple Niche individuals identify with kindred spirits, within their society they seek advice and wisdom from their cultural or community leader and in the working environment the same from their manager. The Red Human Niche has an Egocentric systems thinking and within an organisation the more management feeds the ego of this individual the more productive they may be for that period of time. The Authority systems thinking is linked to the Blue Niche individual that follows rules and discipline. Orange Human Niche has a strategic systems thinking that is materialistic. Green Human Niche has a systems thinking that is consensus based that has strong human bonds with feelings, sharing, caring and community at the forefront. The Ecological thinking system of Yellow Human Niche is knowledge based with multiple realities. Turquoise Human Niche systems thinking is Holistic and portrays collective individualism, cosmic spirituality, and concerned with earth changes. Once any individual fully understands all of these systems thinking, it is an added bonus to an individual's reality, the organisation and society. The researcher holds that this thesis is in its essence about the

management of people and systems thinking. In viewing learning as a human capability, this thesis made an attempt to understand what role a specific capability – that of a higher sense of personal significance – plays in the co-creation of work realities. This epitomises the Da Vinci Institute's Technology, Innovation, People and Systems model (TIPS) – and the precise management and the improvement of thinking systems can only be to the advancement of humankind.

8.10 Return On Investment

Personal ROI

The quantum of the work required to complete this PhD was massive and it quite frankly took over my existence with no weekends, holidays or fun times in between which I now gratefully say to the Lord Almighty, 'Thank you Lord for seeing me through!'. According to Darawsheh and Stanley (2014) in insider research, reflexivity makes transparent the researcher's stance regarding their research methodology, processes, and explanations, which aptly applies to this study. The researcher was an insider that utilised a valued strategy such as reflexivity to enable the promotion of validity and quality in this qualitative research. Finlay (2016) mentioned reflexivity is the process of a continual internal dialogue and critical self-evaluation of the researchers' positionality, often confused with reflection, which only occurs after the fact. The researchers' PhD journey was tumultuous and is narrated with simplicity in the researchers' story at the end of this thesis. The researcher's personal return on investment developed by the integration of cross-cultural dynamics integrated with the human niche systems thinking. The researcher now has the confidence in approaching colleagues, community, entrepreneurs, and organisations to assist them on their personal, professional, organisational and societal ventures. From personal experiences throughout this PhD journey, the researchers' way of thinking has changed tremendously. The simple task of driving to work or seeing people going about their daily lives sparks a reminder of the many Human Niches clearly evident within each individual. The researcher now sees the world through very different lenses, especially when there is mention of South Africans being the Rainbow Nation: prior thinking was the rainbow does not have the colours white, black or brown, it is Red, Orange, Yellow, Green, Blue, Indigo and Violet and now, the meaning of the Rainbow Nation is viewed as the different Human Niches individualistically. As mentioned in Chapter 6, the researcher has already completed the transition from the Yellow Niche to the Turquoise Niche, in essence with heightened spirituality and faith in the Almighty God. The researchers' spiritual and prayer life has

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grown changing the characteristics to portray one with compassion and a think before you speak attitude.

Professional ROI

In line with the significance of this study, the researcher utilised Human Niches, Spiral Dynamics Integral with its various colours and codes, to identify and understand Value-Driven Behaviours. The success of this was evident when employees at all Levels/Niches were motivated enough to embrace the current changes within the organisation, management considers suggestions and ideas from employees, discusses these ideas by involving the employees to relate their perception of this idea, thus assisting in the promotion of innovation, and boosting employee morale when they are included in these matters, thus enticing them to a substantial commitment to take the organisation to greater heights. The most important aspect of this study was to make managers aware that the human element holds the organisation together, makes it thrive and once that is addressed and communicated appropriately, employees within the organisation feel wanted, needed, valued and significant. They know that their contribution sets the trend for the next generations future and ensures that the company remains a going concern for many years to come.

Organisational ROI

The organisation adapted to the systems thinking that was channelled along the Human Niches. Communication was now more consistent and the content thereof more informative to the employees. Training sectors are not only focused on employees for new systems but of managers and how they would become good leaders. I am a firm believer that we lead by example. Once more the management of people or human interface is at the forefront. The human element contributed to adequate team collaboration and co-operation on successful projects previously deemed a failure.

Societal ROI

On how to best engage, communicate and direct mankind for a better future, in line with the TIPS Framework, societal return on investment is based on the understanding of each Human Niche and the Spiral Dynamics Integral. For society to function at its best, we need people to think at different levels of the Human Niches and Spiral Dynamics Integral. Along these lines, transformation within

individuals will lead to the transformation of organisations and simultaneously to the transformations within societies. The achievement of transforming the systems thinking of an individual is a major step on a personal level but within an organisation if this same individual relates their experiences to colleagues and family or people in their community alike, then the positive ripple effect result beneficially within the society. This society's social behaviour affects the economic activity. Social economists may utilise the Human Niche and Spiral Dynamics Integral as tools of other social sciences such as psychology or sociology. The researcher, thinking along the lines of the National Development Plan, which aims to eliminate poverty and reduce inequality, suggests the review of the Human Niche, Spiral Dynamics Integral and Value-Driven Behaviour of mankind which will assist in a better understanding of what people want, how they think they can achieve this and to find the best communication processes that addresses the diverse thinking systems. In broad terms, the National Development Plan will only then partly achieve the reduction of poverty and the inequality.

8.11 Future Research

Change and Value-Driven Behaviour linked to change processes was the main thrust of this research. The paucity in the field of research on Value-Driven Behaviours related to change, which includes Human Niches and Spiral Dynamics Integral, remains. Considering the vast number of variables involved within this topic, future research in the field of Value-Driven Behaviours related to change and change management is still essential. This research serves as a stepping-stone for further theory building and should be applied, empirically tested, and validated to become a success. Future research into the Human Niches and Spiral Dynamics Integral theory is strongly encouraged. The researcher placed herself in the Turquoise Human Niches and therefore an in-depth investigation the Turquoise Human Niches will be enlightening to all, especially now during the COVID-19 pandemic. The reader is referred back to Chapters 3,5 and 6.

In addition, the validation of the various brain segments and how they relate to the Human Niches and Spiral Dynamics Integral theories could prove extremely valuable. Research will also enable valuable insights into all aspects of the human element, including learning and training methods. More prolific techniques for training, tailored towards Human Niches and Spiral Dynamics Integral theory, perhaps be established on principles that would benefit the organisation and the world as a

whole. The interaction with life in general, and change specifically, with the inclusion of Value-Driven Behaviours, requires the ability to be coherent of innumerable variables concurrently. The improvement of emotional intelligence, stress and anxiety levels, and productivity will ensure the success of any change initiatives. Intervention technologies to increase employees' abilities to interact and relate with the increased number of variables should also be investigated to assist. The researcher, continues to have a keen interest in the relation between Beige Niche systems thinking and the Covid-19 pandemic together with the steps down the Spiral Dynamic Integral, sees this as an opportunity for future research on this worldwide.

8.12 Conclusion

This study revealed that, firstly, the organisational change process is one that could potentially result in dissatisfied employees, higher attrition rates and inefficiencies that can offset the intended benefits of the change. Furthermore, the study also high-lighted that the senior decision-makers within the business often lack adequate ground knowledge when orchestrating the organisation change process. This research verified that the Value-Driven Behaviour of employees determines the success or failure of any change within the organisation. The manifestation of different emotions and experiences has the potential to assist organisations with change within any organisation. Secondly, the study revealed that better management communication and adequate training are the most important factors that result in successful change implementation.

In agreement with Blom and Viljoen (2016:10), management must assist employees to gain a sense of identity during any change initiative, thereby empowering employees with new powers, new freedoms, or choices, and with proper guidance through the whole process, will ensure successful change and loyalty. Offering employees anxiety, stress, and fear relievers, would provide them with new tools for mood control, emotional stability, high performance, and creativity. The most appropriate tool is the understanding of Spiral Dynamics Integral and Human Niches that enables leaders or managers to approach or assist each Niche on their specific level. The human element needs meaning and employees cannot function optimally without knowing what they are required to do or the reason for their work; they may feel subdued by the enormous challenge of the change itself. Employees appreciate knowing that their contributions are important and significantly welcomed. They should be returned to their rightful places within an organisation before the change

initiatives come into play. Organisations will expand and flourish successfully in equal measure when the powers that be recognise, develop, and awaken the consciousness of employees.

The researcher has achieved the aims and answered the research questions of this research, offering several meta-insights. The research participants were brave enough to share their stories and experiences, which humbled the researcher, who felt obliged to convey their messages and epitomise their responses as a representation of their environment. The researcher exhorts society and organisations to be cognisant of the complex environment employees endure. Employees' emotions, sacrifices and loyalty should be recognised and acknowledged. Those employees who have a long serving investment in the organisation may feel worthless, irrelevant, or unworthy and this must be addressed. Some of these employees may need to resist the poor role models within their work environment and may have to withstand the pressure and also reject the responsibility and benefits of their leaders. Managers need to apply an appreciation of the human element in all aspects of life. The researcher is confident that any future job prospects will be in an executive management role and intends to utilise the conclusions of this study to factor in the human element in respect of any change implementation. The insights gained by the researcher during this study entices the researcher to delve deeper into further studies related to Change, factoring in the human element and gaining greater knowledge of Spiral Dynamics Integral, together with the Human Niches, to make the Universe a better place. The researcher developed a conceptual framework to guide organisations through successful change initiatives and acknowledge it is human Value-Driven Behaviour that determines a positive (acceptance) or a negative (resistance) outcome. The researcher believes, ultimately, in the co-existence of different Human Niches as a better management style, gained by understanding the mechanics of Spiral Dynamics and Human Niches that thrive on the Value-Driven Behaviour of all individuals. Ultimately, in our current life situation, although the Covid-19 pandemic has brought many human beings to the Beige Niche thinking system, this research knowledge will enable one and all to move to their next level of thinking. By the grace of God, there is recovery and a significant decrease from the pandemic in South Africa.

"We cannot solve our problems with the same Level of thinking that created them."

Albert Einstein, (Das, 1970:124)

THE RESEARCHER'S STORY

I relate my personal experience after my resignation, at the end of October 2018, to complete this PhD on a full-time basis. My intent was to return to working environment armoured with more knowledge and information as to how to handle any change initiative, however, I have since not been placed in permanent employ within any organisation. The majority of job interviews I have attended ended with the interviewer mentioning that others stood a better chance for the position due to their race. On many occasions, when I queried the reason for the rejected application, I was told that the organisation in question was required to meet the Black quota. The sad part is that the qualifications and experience I have, are much higher than the candidates finally chosen for the positions. It was then that I realised that job-hunting was a futile task and I opted for freelance consulting just to earn something and to keep our heads above water. I emphasise emphatically that I am in no way racist and would never want to portray an image such as that of Racism. It's just the sick reality of how things were at that time. It became blatantly evident that South Africa was now playing the reverse Apartheid Era. I was not eligible for any employment or business opportunities, irrespective of how great my business plan was or how qualified I was for a position, even when I was ready to accept a much lower salary. Thus, it seems that I could get nowhere in the working world.

Then the time came when I could no longer afford to keep the roof over our heads or place food on the table. I found myself placing all my faith and trust completely in Almighty God for daily provisions in life. Especially during the COVID-19 pandemic, there were many revelations. Medical Aids, Retirement Annuities, Life Policies, luxuries such as DSTV…these were all cancelled. The blessings amongst all these negative attributes were the realisations of how much money was wasted all these years on unfruitful ventures. All that financial wastage could have gone towards feeding the poor! How many meals could that have provided for the poor, little Black children living in rural areas with the only meal of the day being the ones they received at school? Learning to live again in simplicity and becoming more spiritually inclined made me a better person, opened my eyes. Empathy for the poor and underprivileged became even stronger. All in all, I was heartbroken at leaving the organisation for over two years: I had given my life, heart, and soul to it. Yet I finally saw the entire crisis and its aftermath as a blessing.

There were times when we did not have electricity for days on end due to cable theft, which affected my work on my PhD thesis. However, the COVID-19 pandemic brought the most difficult challenges I have ever experienced, impacting my studies and the completion of this research. The financial impact created even more tension for me. There were times when we did not even have R699 to pay Telkom for the Internet/ADSL Line, so research came to a standstill. The Microsoft Office 365 on my laptop is renewable every year for an amount of R 1 099.00; it expired in August 2021. I did not have the finances to pay what was once a very small amount. I was immensely frustrated, given the urgency of completing my thesis and submitting before the end of November 2021, which was the deadline received from Da Vinci, according to the timeframe for all The Institute's accredited qualifications, as governed by the Council on Higher education (CHE) and the Department of Higher Education and Training (DHET). In January 2022, a kind soul made arrangements to have Microsoft installed on my laptop again taking care of all costs incurred. I had conversed with Professors Anderson and Klopper and even dear Mompati, at Da Vinci Institute, that all so graciously assisted in the extension, enabling me to complete this PhD.

Yet again, I was so grateful to the Lord's vessels! The pandemic did not only affect me financially but also emotionally. I spent more time stressing about finding a job and how to obtain some finances and would be up every morning at around 2am to work on my thesis. Somehow, I drifted to websites where I could work from home or do part time jobs, none of which panned out. But again, in stark contrast to this challenging state, I learned that God is always in control. I have also learned that qualitative research is difficult but through it all I have continued and completed my PhD studies.

Maybe the reader will disagree with what is mentioned in my story or this statement, but my belief is that all things should be subject to 'God's will, His way, in His time.' In Jeremiah 29, V. 11, I read:

> *"For I know the plans I have for you,' declares the LORD, 'plans to prosper you and not to harm you, plans to give you hope and a future."*

I learned to surrender it all, the crises and the challenges, and to accept things as they are and found natural joy in being contemplative, with a clear consciousness that brings inner peace through spirituality. God's creation is so immense: it is the whole world and beyond, and we are just a miniscule portion of His greatness, just a small part of this massive universe. With no finances to contribute or donate to the poor, we looked at the alternative ways to serve. My husband and I began volunteering at Ethembeni, a feeding project that depends on donations to feed many little Black children in schools that are in rural areas and to also assist the community in the rural areas with maize meal and food hampers. Our voluntary roles at Ethembeni included cleaning and chopping up potatoes and carrots; slicing up bread and buns into appropriate sizes and packing them all to make soup packs ready for cooking at the schools. On Thursdays, we used to assist with going to the farm that donated the carrots for collection and then deliver them to the Ethembeni premises at the Church. We gained such peace and unusual joy for contributing in some way to the poor community. Currently, in an even more disastrous financial plight, we do not have the fuel to continue our voluntary duties, though our hearts yearn to do even more than before. Recently, we were forced to sell the vehicle due to financial constraints. We pray that the Lord make a way for us to serve again.

In more recent times, I marvelled at the Turquoise Niche with Beige Niche Survival instincts, Green Niche assistance to others, Purple Niche community care and togetherness, while delving into the Blue Niche structure and an Orange Niche mindset, from the Spiral Dynamics Integral and Human Niches System that seems to shine even brighter each day from within myself. I see Life as a dynamic balance between being and becoming, holistically, and that Life is good as it is, while acknowledging, simultaneously, that everything must change completely. I want to be involved with projects that integrate the sustainable, economical, human, spiritual and planetary dimensions of living, dwelling, and working with the realities which are not immediately visible. I am waiting for that time, that future.

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Appendix A: Letter of Permission to Conduct the Study

01 March 2017

Dear Mrs. C Moodley
18 Drakenstein Street
Witpoortjie
1724

RE: RESEARCH FOR PHD THESIS/DOCTRATE

This letter serves to confirm that your request to carry out research on Spiral Dynamics Integral and Value-Driven Behaviours: An Inquiry into How Change Manifests at Krost Shelving (Pty) Ltd., has been approved by the CEO (Sole Owner) of the organisation.

Mrs Moodley, you will have the full co-operation of all managers and sub-ordinates of the organisation and I wish you well in your final stage of your PHD.

Trust you find the above in order. Should you require any further details please do not hesitate to contact the undersigned.

Kind regards,
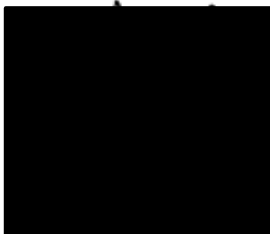
Appendix B: COVERING LETTER

Dear Participant

This questionnaire is designed to understand employee's perceptions in respect of the changes at Krost Shelving (Pty) Ltd. Completing this interview indicates that you understand the information provided in respect of the reason for the assessment and that it has no impact on your work or job security. All information provided by you will be treated with confidentiality and security measures are set in place for the interview material to remain private and confidential until it is approved to be destroyed.

Thank you for your honesty during this interview. Your time and co-operation is highly appreciated.

Thank you!

Charlene Moodley

Appendix C: Consent Form

Consent to act as a research subject.

Charlene Moodley, a Doctoral Candidate at Da Vinci Institute is working on her Doctor Degree of Philosophy of Management in Technology and Innovation and is conducting research on Understanding the Psychology Behaviours related to change management at Krost Shelving (Pty) Ltd. The purpose of this research is to isolate change management and the behaviours related to change. The aim of the research is to recommend strategies and processes based on the assumptions of the findings.

Interviewee:

I, _____, understand that my participation in this research is voluntary and will not affect my job status or remuneration. I understand the following:

1. This research has no negative impact on my duties and job at Krost Shelving (Pty) Ltd.
2. The research records and list of interviewees will be confidential.
3. My personal responses will be confidential.
4. The results of the research data will be used for presentation and publication linked to this research.
5. Charlene Moodley (researcher) has explained the research to me and answered my questions of concern. If any other questions or research related issues arise, I (the participant) can be reached at _____.
6. I permit Charlene Moodley to audio record this interview which I know will be utilised during the transcription process in order to ensure that the data collected is accurate and my views are correctly represented during this interview.
7. I understand that the researcher will be the only person with access to this recording and transcripts arising, that for my protection of confidentiality the interview will be coded and that the consent form and subsequent data will be stored offsite.

8. Based on there being no foreseeable risk to me, I understand that there may be benefits such as (a) the interview may assist in my understanding of change management and my behaviour towards the change. (b) the research is related to all types of change at Krost Shelving (Pty) Ltd and the management thereof so it will be beneficial in the future in respect of training and implementation of any changes. (c) the results may also provide some benchmarks that the industry can follow.

I hereby confirm that there are no other agreements, written or verbal, relating to the above referenced research beyond those expressed in this consent form. I the undersigned understand the above explanations and give full consent to my voluntary participation in this research.

I also confirm that I am over the age of 18 years, give permission to voluntarily participate in this research and acknowledge that I understand the nature and purpose of this research.

Signature of the interviewee _____ Date: _____

Signature of the researcher _____ Date: _____

Appendix D: Interview Format (In-depth interviews)

Interview Format (in-depth interviews)

1) Welcome the participant and thank him or her for their participation and time.

2) Explain the signed consent form and ask if there are any questions and if the interviewee understood what they have signed or is a recap required.

3) Explain the purpose of the research again in simpler terms:

   This research is to understand the behaviours related to changes taking place at Krost Shelving (Pty) Ltd and the change management linked to this. A theory to assist with future changes and initiatives within organisations may be manifested by highlighting the predominant behaviours, beliefs, attitudes, and values among members of staff across the board. The benefits related to this research may be phenomenal for the future.

4) Turn on the tape recorder.

5) Use the following flow of questions in the order of judgement by the researcher.

   Please state your name and the position you hold in the company.

   Are you aware of the changes within the organisation?

If so, what are these changes?

Why are these changes taking place?

What is your reaction to the changes/how did these changes make you feel?

   ➢ *Anxious? / Feeling Stressed?*

   ➢ *Change Sleeping Patterns?*

   ➢ *Excited?/Irritable?/ Nervous?*

   ➢ *Calm?/Secure?/Worried?*

   ➢ *Lack of control?*

➢ *Do you feel your job is threatened in any way? Please elaborate.*

How do these changes impact on your job directly?

How do these changes impact on you personally?

Did you receive the proper tools or assistance for these changes?

Are these changes managed properly?

Have these change processes been communicated to you properly?

In your view, what is the importance of communication in respect of change?

Was the change implemented? (Successful or not)?

What factors are detrimental to change?

What was your first impression of this change? Very positive, Positive, Curious, Neutral, Negative, Very negative.

What are the critical factors for the changes to be successfully implemented (managing stress, management itself, leadership)?

Have you been made aware of another upcoming change regarding an ERP system?

What are your views on this?

Do you think it will be a success?

Do you feel as though you will lose your job, or your job is on the line?

If yes, please explain why.

Have you lost your confidence or faith in management?

If yes, please explain why.

Have you accepted these changes?

Please elaborate.

Do you experience any of the following towards changes at Krost? Please   rank   on   a   scale of 1 to 10. (1 being least, 10 being most).

Anxiety   Enthusiasm   Confusion   Energy Frustration

Hope   Resistance   Fear   Feeling of momentum

Sense of belonging   Insecurity

Do you have any questions or is there anything else that you would like to   share?

6) Thank the participant for the interview process and their time again.

Appendix E: Category from Selective Coding

Table 3.1. Category: *The Revolving Door*, as initiated by the participants who are employees of the organisation, and their point of view is based on their personal experiences within the organisation.

Category: *The Revolving Door*			
Idea or Words Used	**Number of Times Mentioned**	**Idea or Words Used**	**Number of Times Mentioned**
Good loyal employees: Resignations and new employees	45	Remuneration: Broken promises.	33
Is it really better?	26	Staff Turnover: Worried	25
Intolerable: Fear	18	Happiness: Or not	17
Random: Rumours	16	No compassion	14
Cost effective: Certified but cannot do the work	13	Going nowhere slowly: No growth	13
Who are you? No introduction	10	Who are we? Krost Identity Crisis	10
Favouritism: Self explanatory	10	Need these good people	9

Table 3.2. Category: *Your Follower is Not Always your Fan*.

Category: *Your Follower is Not Always your Fan*.	
Idea or Words Used	**Number of Times Mentioned**
CEO	
The Ⴢ of the company, why doesn't he sit down and assess why all this is happening, it is his legacy for his children, doesn't he care?	4
Director 1:	
We are very, very happy that finally there is a female Director and boss. We would not get paid if it were not for her and we respect her very much because she respects us.	8
Director 2:	
That one's 'head is too big', flips papers around, staff come out from there crying, unapproachable, don't listen, 'passes the buck', staff turnover in that department-shoo.	18
Employees have given up and left – employees don't leave the company they leave their managers.	3
The Undesirable Manager	
Raises his voice, screams, and shouts. Can't explain anything to him, he just starts screaming. The way he closes doors. Every day he is just shouting and shouting. After 5 minutes of starting here, he was screaming, and we were running.	18
We all are crying out for help; nothing being done about it. We are afraid. No one can work that way.	15
He gets aggravated and just walks out the door. We don't want to come to work anymore because of him. We can run our department smoothly without him.	11
I get scared and can just run away. When he speaks, I just want to run out of the office.	6

Category: *Your Follower is Not Always your Fan*.	
Idea or Words Used	**Number of Times Mentioned**
He doesn't step up for us. He only knows to draft emails. How can we approach a man like that for anything?	5
Managers in General	
View on what a manager should be: We need someone that we can go to, that will Listen to us, Help, can push work and get involved in the department; not shout and scream at us like we animals.	22
'Penny wise and pound foolish', 'Just Do It', 'Cos I Said So', they gossip, backbite, backstab, don't listen to us, sloppy, and have a lot to learn.	21
We don't know who to actually report to, managers fail us, so we jump to higher level for assistance, sometimes we go to higher management or look to other managers for help.	21
Management problem reported a few times, but nothing was done about it, and they do not practice what they preach.	13
Managers don't care, and they just don't care as long as their pockets are lined.	11
Now I have a good boss, I like this boss, she does not nag me, if I move this boss must come with me, and management is good to me.	10
'Too many chiefs and no Indians', and we are micromanaged.	8
Doesn't management sit down and ask why we are losing all these good people or why we losing so much money on all these jobs?	8
Leadership is important, manager's and leader's communication with us is important, and knowledge by the management team must be accurate and adequate when we approach them with a query.	7
Management will judge you based on what other people say about you and not on what you actually do or how hard you work, and management only gets involved if they can get the glory when it's done.	7

Category: *Your Follower is Not Always your Fan.*	
Idea or Words Used	**Number of Times Mentioned**
Previous managers resigned and were forced to leave immediately without saying goodbye, and very hard not to grab somebody by the throat here.	5

Table 3.3. Category: *No One Can Whistle a Symphony. It Takes a Whole Orchestra to Play It.*

Category: No One Can Whistle a Symphony. It Takes a Whole Orchestra to Play It.	
Idea or words Used	**Number of Times Mentioned**
Teamwork	15
Tell the people	12
Not Communicated.	11
Not Informed	6
Via the grapevine	6
Nobody's listening to us	5
Yes, it was communicated	4

Table 3.4. Category: *Tell Me and I Forget, Teach Me and I May Remember, Involve Me and I Will Learn.*

CATEGORY: *Tell Me and I Forget, Teach Me and I May Remember, Involve Me and I Will Learn.*	
Idea or Words Used	**Number of Times Mentioned**
I came fully trained, Self-Taught or Self-Read, I train people and That's what I call training.	11
Willing to Learn and Training to know the system or product.	9
Need training, Send the people for training, maybe they can get training, training process will help.	8
No training at all, Minimal, I do things my way which makes my job easier, specialised training, reps need training.	8

Table 3.5. Category: *The More You Know, The More You Realise You Know Nothing.*

Category: *The More You Know, The More You Realise You Know Nothing.*	
Idea or Words Used	**Number of Times Mentioned**
General:	
New systems were implemented; all the systems don't or never really worked; we start a system and few months down the line we move onto the next; don't bother with these systems cos we know they won't last; give it a few months and then it will all fall apart; what they fail to understand is that with any system implemented, no matter how good it is, it needs the people to do the work.	21
Big projects are a flop, it all comes down to engineering and technical, layouts are incorrect; we can't read the drawings; it is all too technical; the factory cannot understand what they supposed to make of the drawings; it makes life difficult.	17
Without systems we are going to fall apart, we are running 3 main systems at the same time: Pastel, Tea-Cup and Excel; Pastel is invoice and delivery, and Excel is our quoting system; reps do not understand computers or systems.	12
They are so secretive; you only find out when it has already been implemented; that is not how to work; with Syspro again it is in the passages we hear about it; things are just kept hush.	11
Computers are a bit out of date; RAM issues; we used AutoCAD for 2018 and 2019 but need Inventor for all these big projects.	11
Everybody should be trained thoroughly on the systems; maybe write tests or exams on what they learnt; if training is not done then the system will become a problem for them; train the staff on this; poor management of the actual programme itself.	9
There should be proper systems for collections instead of making the customers wait; not let the piling up of customers at reception.	5

Category: *The More You Know, The More You Realise You Know Nothing*.	
Idea or Words Used	**Number of Times Mentioned**
Tea-Cup:	
It was a problem and it's still a problem now; impacted negatively on me; oh I feel very stressed; it is stressful; very, very stressful; no control at all; made me worried because they think that I can't do the job right but I was not taught to work on the system; first they got mad at me but I don't' know how to work on the system; it's falling onto me to take everything off the system but I don't have access to that; makes me very angry; always pointing fingers at me yet I am not trained on it; tell them what is wrong with the system and they don't sort it out, it is still not sorted; I have to work extra hours because it is more work for me; use all my personal time.	50
The company brought in Tea-Cup that we don't even understand; we were not told; nobody says anything, no communications at all; we just see papers coming in and out, sometimes they deliver on this, and we are not informed; it makes more work for us; Tea-Cup is the same as Pipedrive, nobody knew; it's already phasing out and nobody knows how it works.	38
Tea-Cup is for manufacturing and job cards and deliveries; helps factory for what is to be manufactured; it makes everything trackable and for me it is like a story; Tea-Cup is successful for my side; mostly still for the factory.	14
No training on the system at all; lots of things wrong with the system; people are not doing what they supposed to be doing on the system; I am self-taught; cannot archive if it is not scanned and despatched on the system.	12
The problem we have now is Tea-Cup, unfair as we were not given the proper training for it; we Tea-Cup everything from raw, guillotine, nuts, and bolts; paint line, braces, deliveries to us, what goes for galvanising and comes back, sometimes I can't cope; affects my job directly; everything is urgent, we push, we are forcing,	12

Category: *The More You Know, The More You Realise You Know Nothing*.	
Idea or Words Used	**Number of Times Mentioned**
and the annoying part is we put it through the system, and it comes back a few days later with changes.	
Syspro:	
It's going to be a mess; it will fall flat; still requires the people to do it; it's already putting a damper on everyone; too much work involved there; they can't change us so quick to put this one; they are not thinking of the employees.	23
I just heard about it, no information at all; no; I cannot say I have, only heard people say a new system is coming; no communication, well that's the thing, hearing things through the grapevine; few employees found out but no formal communication.	26
Need to have a very technical understanding of it; always room for human error; needs someone that understands the different components that go into the single product; hopefully, they can do a proper price list on it; 4 years I am working here, and a proper price list has not been done; hope it works;	18
Now I believe there is another system coming; something up the sleeve but not sure how it affects us; yes, no actual dealings with the design though; yes, I heard.	9
Syspro will take at least 2 years to start running, not the 4 months they are expecting; discipline needs to come from the people first or the system won't work.	5
Pipedrive	
Nobody said anything about it, we just saw people walking in and out; let the people know and the routes we are taking; it is very unique; Pipedrive coming into effect was a big change; more for sales side; I've heard grievances from sales.	14
We are dealing with Pipedrive now; I was just given a log in and asked to assist; training was minimal; certain aspects only were communicated via email;	8

Table 3.6. Category: *Inside Out* **related to the emotions of the research participants and the number of times mentioned (NM) as an output from Open Coding.**

CATEGORY: *Inside Out*			
Idea or Words Used	**NM**	**Idea or Words Used**	**Number of Times Mentioned**
Happy	16	Stressed	10
Not Happy	8	Excited	7
Anxious	6	Fear	5
Shocked	5	Worried	4
Angry	4	Sad	4
Frustrated	3	Confused	3
Upset	2	Scared	2
Disappointed	1	Aggravated	1
Lack of Control	1	Depressed	1

Appendix F: Spiral Dynamics Integral Questions posed to Employees by the Researcher during the Interview Process. (Researchers Own Compilation)

Kindly answer the following truthfully to the best of your ability in respect of your views on each of the questions. Choose one of the following of each question or explain to me your view on which best suits you. Please note that this questionnaire assists the researcher to derive the appropriate Spiral Dynamics Integral ΄Meme's related to your responses.

Designation:

1. What is your view on your existence?

a) Just to survive - work to put food on the table and keep the roof over my head ☐

b) Love to serve others, build my community and/or family ☐

c) To be a success, obtain power and get to the top ☐

d) Plan and sacrifice now for the future of our children and nation ☐

e) To take calculated risks with the expectations of rewards or incentives ☐

f) Make sacrifices what I can that will benefit the earth, e.g., protect the ozone layer ☐

g) Find ways for the rest of the world and myself to co-exist in harmony ☐

2. What do I think my superpowers are?

a) I am a survivor ☐

b) I have the ability to build communities and families to greater than current status ☐

c) I am a person of power, a winner, and a conqueror ☐

d) I am a fair person that is a stickler for abiding by rules and regulations ☐

e) I am a success, an achiever and always aim to make a lot of money ☐

f) I am a contributor; love assisting and being involved in saving the world ☐

g) I have the ability to grasp any system and adopt it to make it work successfully ☐

3. What are my thinking systems?

a) Instinctive: Reactive/ Automatic. My senses are heightened to spirits/any being ☐

b) Animistic: I mostly seek wisdom from my ancestors, tradition, and spirits ☐

c) Egocentric: Do not feel guilty to step on other to achieve my goals. I feel like I

can walk through fire and come out more powerful ☐

d) Authority: Abide by the rules and regulation of God, my boss, and superiors ☐

e) Strategic: Calculated and pragmatic and bend the rules to get what I want ☐

f) Consensus: Deep empathy for others and want to assist because we are all one ☐

g) Ecological: Will not hurt or harm another intentionally. Concept of freedom ☐

4. How would I lead?

a) Caretaker. Take care of everyone and everything ☐

b) Good parent and mentor to others ☐

c) I am the big boss, and you will do as I say ☐

d) Ensure that the rules and regulations are followed to the T by everyone ☐

e) Compete and win only for materialistic gain on my behalf ☐

f) Wise facilitator that will teach and assist you so we can make the world better ☐

g) A competent partner that is willing to gain much more knowledge ☐

5. The rationale of Learning:

a) Biological drives namely: hunger, thirst, sleep, comfort, pain, sex, or temperature ☐

b) Tradition and safety: want or need of a safe environment, also culture and tradition ☐

c) Powerful: No constraints with knowledge of my own strength and power ☐

d) Truthful: Work towards not being ashamed, aim to be blameless by adhering to facts ☐

e) More options and opportunities to assist me to be successful and prosperous ☐

f) Be at peace and ease with myself, my life, the same of others and all human elements ☐

g) Investigate, gain knowledge, and collect data to choose my own path with own principles ☐

6. What is my foundational tenet or principles and beliefs?

a) Work together to survive, protect, and uplift those that cannot fend for themselves ☐

b) Obedience to grandparents, parents, and elders that preserve our culture and provide wisdom developed many years ago ☐

c) Lead with power to make decisions and ability to address a crowd to become followers ☐

d) Be conservative and abide by rules with power assigned by a formal role and structure ☐

e) Plan with foresight of the future and grab every opportunity to make decisions ☐

f) Taught to care for others and their needs. Philanthropic thinking (welfare of others, charity and generosity) ☐

g) Be a functional leader with a voice and celebrate all of the thinking systems ☐

7. What are my work expectations or preferences?

a) None ☐

b) Organisation to be parental in respect of safety and security and the

importance thereof ☐

c) My goals, aims and ambitions are not the same or do not fall in line

with the organisation ☐

d) Purpose and role is to carry out duties with discipline with the same expectations from

others. Organisation to provide the relevant rules, duties, and guidelines for this ☐

e) Be competitive concentrating on organisational success being the top priority ☐

f) Prefer to be involved in a team than be competitive thus adding value and augmenting

diversity results ☐

g) Appreciate complexity and accept organisational change as eminent with control over

the benefits of diversity (variety or range of different things) ☐

8. What is the Ultimate Bottom Line or the fundamental/most important factor?

a) Survival ☐

b) Safety and Security ☐

c) Visible Risks ☐

d) Absolute Truth ☐

e) Calculated Risks ☐

f) Consensus (agreement, harmony, and concord) ☐

g) Functional Flow ☐

9. Choose what best describes you and your choice in relation to beliefs, culture, and behaviour.

a) Procreation, food, water, and shelter ☐

b) Rituals, traditions, folk ways, taboos, and superstitions ☐

c) Impulsive, immediately gratified, and always takes action ☐

d) Meaning, discipline, and saving for a rainy day ☐

e) Success, materialistic, and prioritise ☐

f) Egalitarian: believe all people are equal and deserve equal rights and opportunities ☐

g) Multiple realities and knowledge ☐

10. Which of the following do you identify with?

a) Personality disorder or any other disorder ☐

b) You do not have what others do so it is not wrong to take from those that have ☐

c) Survival of the fittest but I need to be noticed or recognised for all that I do ☐

d) Sacrifice whatever I can for the organisation and the future ☐

e) Success and material gain work hand in hand ☐

f) Sacrifice myself to save the world ☐

g) Look for ways and means for us to co-exist and survive together ☐

Thank you for your participation, time, and considerations.