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The Effectiveness of Implementing Change Management Projects of Business Transformation in the Government Pensions Administration Agency

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<u>Declaration of Authenticity</u>

I declare that **The Effectiveness of Implementing Change Management Projects of Business Transformation in the Government Pensions Administration Agency Dissertation** is my own work and that each source of information used has been acknowledged by means of a complete reference. This proposal has not been submitted before for any other research project, degree or examination at any university.

I acknowledge that by submitting this assignment electronically I have *de facto* signed the declaration that the work is my own unless otherwise stated.

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Abstract

Change management is an important aspect of business transformation in public sector institutions. The purpose of this study was to examine change management in the public sector focusing on lessons learned and how this can be improved based on what is learned from one of the Government Agencies. This Agency needed to develop and implement a change management business model or strategy to improve its efficiency and effectiveness in pension benefit administration. This study investigated the effectiveness of change management in the public sector with specific reference to the Agency's contemporising programme.

This study used a quantitative research method to answer the research question. Data was collected through a web-based survey distributed to all the employees in the organisation and then analysed through Excel responding to the themes or factors explored in the literature review. The target population consisted of the entire community of 1200 employees and 103 respondents contributed the collected data in a voluntary sample of the investigation. The SPSS Statistics software was used to statistically test the research hypotheses.

The survey revealed that integration was lacking between those who created the vision, the change drivers who were supposed to implement the changes, and the people who were affected by the envisaged contemporising environment. There were mixed reactions from the employees on whether the change management strategy and road map were implemented effectively. The study indicated a missing link between what seemed to be a change strategy and its implementation plan. There was a noticeable resistance to change because the process of change management was not followed to the letter. It has been found that when employees are excluded from the change management process, organisations encounter many problems because employees resist change due to a lack of knowledge and motivation, which leads to a lack of ownership of the change process. The results indicated that the changes were unstructured, fast-paced and running concurrently without integration with what the employees were familiar with in the organisation.

The leadership of the organisations need to examine the link between change management and internal communication for the successful implementation of change in public institutions. Employee involvement is also key to the psychological ownership of the change, without which no change can succeed in any organisation.

Keywords: Change management, business transformation, change implementation, public sector organisations, Government Pensions Administration Agency.

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List of Acronyms and Abbreviations

CAN   -   Change agent network

CAP   -   Change acceleration process

CSA   -   Current status assessment

EXCO   -   Executive committee

GPAA   -   Government Pensions Administration Agency

GEPF   -   Government Employees Pension Fund

HCM   -   Human Capital Management

IT   -   Information Technology

KPI   -   Key Performance Indicators

KSF   -   Key Success Factors

NPM   -   New Public Management

NT   -   National Treasury

OMS   -   Operations Management Systems

PDT   -   People Dimension of Transformation

PMO   -   Project Management Office

PPP&T   -   Policies, processes, procedures and templates

SROI   -   Social Return on Investment

SAP   -   Structural Adjustment Programmes

SARS   -   South African Revenue Services

SKA   -   Skills, knowledge and abilities

SLA   -   Service Level Agreement

SOW   -   Scope of Work

TIPS   -   Technology Innovation People Systems

Chapter 1

Introduction and Background

1.1 Introduction

The purpose of this study was to investigate the effectiveness of change management in the implementation of business transformation projects in public sector institutions, with a particular focus on lessons learned from one of the government institutions. The institution is a government entity that reports to the Minister of Finance, and it is referred to as the "Agency".

In 2011, the Agency embarked on an organisation-wide contemporisation programme to improve its effectiveness and efficiency in pension administration, as its vision is to be "the best-in-class pensions administration entity". This programme is a product of the state assessment conducted in 2010, which revealed service delivery challenges in the organisation's human capital, systems, processes, and technology, which were not effective and efficient. The contemporisation programme, therefore, became a response mechanism to address the challenges mentioned in the status report.

The contemporisation programme sought to remodel and enhance the Agency's human capital, systems, processes, and technology while fostering beneficial relationships with clients and stakeholders. To ensure that its objectives are met, stakeholder management has been one of the key factors in driving the change effort. Stakeholders need to be identified, engaged, informed, and empowered to enable the flow of information and to reduce the transmission of inaccurate and delayed information about the change.

The Human Capital Management (HCM) initiative, a component of the contemporisation programme, was key in ensuring the successful transition to automated systems and processes by creating the relevant change structures and organisational capabilities required to sustain the envisaged organisation.

As part of this contemporisation programme, the institution referred to had to address the "People" shortcomings that existed within the organisation.

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The change management plan for HCM is underpinned by a people-driven approach, based on the People Dimension of Transformation (PDT) Framework, which is used to identify the impact of the contemporisation programme on people, processes, and structure. The strategy further outlines the five-step Stakeholder Engagement Approach, which defines the step-by-step process of how identifying and engaging stakeholders, and ultimately, the monitoring and tracking of progress. Each step is discussed in detail with the specific activities it comprises.

The Agency's HCM change management strategy focused on an integrated approach to both the change management and communication strategies to ensure that the target audience has the awareness, understanding, adoption and ultimately, buy-in and commitment to the change effort. Multiple projects were running under the contemporisation programme, each with different types of stakeholders for a specific project, and a structured stakeholder engagement plan and communications plan to ensure that relevant messages are disseminated to the relevant audience, at the right time when the change takes place. The various communication channels within the Agency, including the Change Agent Network (CAN), provide the infrastructure upon which successful communication was directed to all stakeholders.

1.2 Research Context: Background

According to Kitsios and Kamariotou (2017), public institutions have characteristics; their development of change is important and yet complicated. The significance of structural change is usually not scrutinised as an execution to resolve problems in public sector institutions. Public sector change managers tend to concentrate more on the content of change and disregard the methodology of delivering organisational change.

The Agency decided to embark on a contemporisation programme, which is a transformation initiative aimed at improving processes, technology, and human capabilities to develop a 'best-in-class' pension administrator. The Agency has been in existence for just over five years since its establishment as a new entity in 2010, after it was separated from its funding organisation.

Service level agreements (SLAs) were introduced as part of the separation agreement with the Agency's clients, which has put pressure on its operations and thus created a need for the organisation to enhance its operational efficiencies to meet the increasing performance expectations of its key clients.

HCM is the component of the contemporisation initiative and the key to ensuring the successful transition to automated systems and processes, through creating the relevant change structures and organisational capabilities required to sustain the envisaged organisation.

The HCM change management project revealed some of the challenges the Agency faced during the inception of the contemporisation programme.

i.   Broadly, the Ministry of Finance sought to enhance the services/products offered by the Agency. These demands for process, technology, and people enhancement where necessary because the previous model, culture and capability of the Agency could not meet the needs of the client.

ii. The SLA between the Agency and two main clients required that the Agency review its operational efficiencies to meet the performance expectations of its key clients.

iii. Most of the public sector reform programmes that have taken place in developing countries during the last two decades were introduced as part of the structural adjustment programmes (SAPs) of the World Bank in the 1980s. However, according to Chemengich (2013), most of the more recent reforms, under the influence of the new public management (NPM) model, have been driven by a combination of economic, social, political, and technological factors, which have triggered the quest for efficiency and for ways to cut the cost of delivering public services. Additional factors, particularly for Africa, include lending conditionality and the increasing emphasis on good governance ineffectiveness and inefficiencies (Chemengich, 2013).

The "focus of the NPM movement was therefore on creating institutional and organisational contexts that mirror what is seen as critical aspects of private sector modes of organising and managing" (Chemengich, 2013:2).

1.3 Preliminary Literature Review

A three-step change theory presented by Kurt Lewin "understands conduct as a self-motivated stability of powers that are at work in contrasting ways involving unfreezing, change, and refreezing" (Deborah, 2018:3-5). The preliminary stage of the change development is unfreezing to unfree   ze the existing situation "first before any work of change is done" (Deborah, 2018:3). Deborah (2018) suggests that one needs to begin the entire process from the primary point to effectively get the organisation ready by challenging the conduct, attitudes, values, and beliefs that currently define the organisation.

The change (transition) phase is introduced following the uncertainty caused in the phase of unfreezing (Deborah, 2018). According to Deborah (2018), at this stage, individuals begin to solve uncertainty and look for diverse and improved ways of operation by acting and believing in a way that approves new and different paths. Deborah (2018) points out that employees should understand fully how the change will benefit them for organisations to embrace and follow it. The refreezing stage occurs after the execution of change to sustain the new creation and it represents the actual integration of the contemporary standards into the organisational culture and beliefs (Deborah, 2018). This stage implies guaranteeing that adjustments are applied all the time and integrated into the daily organisational process (Deborah, 2018).

The essential theory of change management is the notion that organisations must regularly transform in reaction to demands from the external environment, including the threat of outside competition, accessibility of new technologies, and the advent of new problems (Hughes, So & April, 2017). Hughes *et al.* (2017) suggest that the scope exists for the elaboration of conventional change management practices in consideration of systemic reform plans to transform public sector organisations. Hughes *et al.* (2017:4) propose that models of change management for public service organisations should recognise the exact challenges of the link "between the

administrative and the political spheres, and the particularities of institutional culture in various public sector agencies".

According to Fernandez and Rainey (2013), the process of persuading people of the necessity for change frequently starts with creating a convincing vision for it. A vision delivers the complete guide for the change process and works as the basis for developing particular strategies for reaching a potential end state (Fernandez & Rainey, 2013). The new vision or idea must be transformed into a strategy or course of action with a plan and goals for realising it as an organisation's roadmap, presenting a path of how to reach the desired end state, recognising barriers, and suggesting measures for conquering those barriers (Fernandez & Rainey, 2013). A mandate for change founded on reasonable causative theory assists in the elimination of conflicting or inconsistent directives that can weaken attempts to implement change (Fernandez & Rainey, 2013).

Effective leadership perceives change to concern the process of political change for nurturing and developing support from organisational members and key stakeholders (Fernandez & Rainey, 2013). The involvement of organisational members assists in the reduction of obstacles to change by endorsing the distribution of crucial information, the creation of psychological ownership and fostering worker feedback for fine-tuning transformation during execution (Fernandez & Rainey, 2013). Efficient execution of organisational change resembles a fusion form that blends components of top management focus and lower-level contribution (Fernandez & Rainey, 2013). Top management support in the public sector for a change occasionally needs the assistance "of top level civil servants in addition to politically appointed executives" (Fernandez & Rainey, 2013:16). The desire for stability and leadership continuity raises specific tests in the public sector because of the rapid and frequent turnover of executives in governmental agencies (Fernandez & Rainey, 2013).

Change refers to the alteration of existing activities or relationships concerning the transformation of processes, restructuring of the organisation, implementation of a new performance assessment system, installing new equipment and discussion of new behaviour with personnel (Hennayake, 2017). According to Hennayake (2017), at this stage, the role of managers is crucial for the promotion of employee commitment and adjustment to the entire process. Hennayake (2017:1894) explains that

"refreezing involves setting up a process that ensures the new levels of behaviour will be relatively secure against reversion to prior models of operation". Support will be created by making employees aware of the urgency and need for change (Hennayake, 2017). Hennayake (2017:1894) argues that a team or coalition including status, job title, political importance and expertise must be brought together to lead change (Hennayake, 2017).

1.4   Research Assumptions

Research assumptions are necessary elements in research because they are to enable and conduct the study; often there are beliefs in the proposed research that are necessary to conduct the research, but cannot be proven (Simon and Goes, 2013). Based on the definition of assumptions, the assumptions for this study are as follows:

i.   Change is very difficult to implement in a government department, particularly in a situation where systems and processes must be contemporised to improve service delivery.
ii.   The study assumed that the Agency's senior management would be available for specific work sessions and approved the request to use the organisation and its project as a case study. In this regard, they will also provide valuable information on change management.
iii.   That there would be maximum participation and responses to the study by the employees of the Agency.

1.5   Research Philosophical Framework and Paradigm

1.5.1   Ontology

According to Zukauskas, Vveinhardt and Andriukaitienė, (2018) ontology is the theory of presence, interested in what exists, which is based on assertions of a certain paradigm about truth and facts. Epstein (2018) postulates the social ontology idea which he described as a theoretical reflection in learning and exclaimed that it depicts the system of common perceptions, i.e., whether these general perceptions can be impartial opinions that occurred independently of societal participants or relatively generalised creations on their own or fabricated from opinions, activities, and understandings of society in general.

In the same way, Ormston, Spencer, Barnard and Snape, (2014) emphasise that ontology responds to the uncertainty of whether there is a collective conviction or not, that is presently independent of social notions and clarity that is diligently related to a certain concept, and if there is a mutual societal authenticity or only numerous, context-specific ones. Al-Saadi (2014) says that ultimately, ontology refers to general opinions about the type and category of reality and the social world of what exists.

Zukauskas *et al.* (2018) highlighted the idea that the positivist philosophical approach is most often relative to the observations and experimentations, used for the collection of numerical data. A positivist research philosophy asserts that the social realm can be understood objectively, and the researcher resembles an objective analyst dissociated from individual values and functions autonomously (Zakauskas *et al.*, 2018). Park, Konge and Artino Jr (2020) state that the positivism paradigm is grounded in the belief that a particular quantifiable reality occurs and can be identified, measured, and understood. Positivist investigators assume that truth is statements that can be substantiated or contradicted, the reality is not distinct for each individual and measures and observations reveal the truth (Ryan, 2018).

The researcher uses a positivist ontological position of truth because positivism holds "the view that there is a single, objective and stable social and physical external reality that is governed by laws" (Du Plooy-Cilliers, 2014:25). Du Plooy-Cilliers (2014) argues that the objective knowledge is non-subjective as it is certain, universal, free of value, culture, personal opinions or feelings. The researcher believes that this truth can be measured, observed, and is known, and the responsibility of the investigation is to realise the laws that govern it (Du Plooy-Cilliers, 2014). Du Plooy-Cilliers (2014) insists that only observable, verifiable, and objective facts are considered when researchers aim to explain and understand the social and natural phenomena.

1.5.2 Epistemology

The concept of positivism as stated in the ontology above is directly related to the idea of objectivism. Using this philosophical approach, the researchers express their views to assess the social world, and instead of subjectivity, they refer to objectivity. Under this paradigm, researchers are only interested in general information and large-scale

social data collection rather than focusing on the details of the research. In line with this position, the researchers' attitudes are not relevant and do not affect scientific research. The positivist philosophical approach is most closely associated with the observations and experiments, used for the collection of numerical data (Zukauskas, *et al,* 2018). Having mentioned the latter, the author finds the epistemology of the study to be objectivist.

Epistemology is explained by Saunders, Lewis and Thornhill (2019:803) as a division "of philosophy concerned with assumptions about knowledge, what constitutes acceptable, valid, legitimate knowledge, and how we can communicate knowledge to others". Neuman (2014:95) maintains that it involves the construction of knowledge that "focuses on how we know what we know or what are the most valid ways to reach the truth". Epistemology represents a theory of knowledge that positions what is acceptable knowledge (Bryman, 2012). Leavy (2017:12) believes that "an epistemology is a philosophical belief system about how research proceeds and what counts as knowledge".

The researcher takes the positivist epistemological perspective to concentrate on what is considered valid knowledge that can be obtained from empirical (observable) and objective evidence to discover causal relations for control and prediction of the social and natural world (Du Plooy-Cilliers, 2014). As a positivist, the researcher assumes that knowledge results from empirical observation alone, and thus see a clear-cut division between non-science and science by obtaining knowledge through testing of hypotheses (assumptions) and observations (Du Plooy-Cilliers, 2014).

1.6 Research Problem

Contemporising pension administration is a very important aspect that ends with the payment of benefits for employees who have been in the public service for years. In the public service, this payment should take place within 60 days from the employee's last day of official work. Delayed payment is a general problem which requires a serious change in systems, technology, and people. The Agency's management has identified operational ineffectiveness and long turnaround times in paying pension benefits to clients. Executive management is accountable for identifying challenges or

opportunities that are likely to inhibit the achievement of the organisation's mandate, namely administering benefits.

The current status assessment (CSA) that the Agency conducted indicated low operational capability maturity, basic operational management skills and a poor performance management system. The CSA identified further shortcomings and inefficiencies that needed to be addressed to achieve the level of people, process and tools capability needed to drive productivity to realise the mandate of the organisation. South African Revenue Services (SARS) and Home Affairs are two examples of such public sector departments, which went through change management by modernising their business models (Agency Current Status Report, 2015).

The CSA further revealed that there is a lack of standard processes and frameworks, minimum capacity staff utilisation, and poor performance management that causes reactive work allocations. There is management complacency, a lack of basic working discipline and continuous improvement processes not embedded (Agency Current Status Report, 2015). The research problem for the study is presented as the uncertainty of the effective implementation of change management projects for business transformation in public sector institutions.

1.7 Aim of the Study

This study aims to identify appropriate practices and theories for the effective implementation of change management projects for business transformations in public sector institutions.

1.8 Research Objectives

The objectives of this study are as follows:

i.   To assess the effectiveness of the change management framework and tools that the Agency implemented in the HCM contemporisation programme.
ii. To assess the extent of change management integration into the Agency's strategic business plan.
iii. To establish whether management created a sense of ownership and responsibility of the change management activities, or this left in the hands of

the change management consultants who were the change implementing agents.

iv. To determine if the public service has established a standard change management framework to advance a uniform approach to contemporisation and transformation initiatives in government departments.

1.9 Research Questions

The overall research question for the study is:

What is the effectiveness of change management in achieving the Agency's corporate goals and objectives in the implementation of organisational public sector contemporisation programmes?

1.10 Hypotheses

A hypothesis is explained by Binoy (2019) as a detailed assertion of expectation. It is an educated or informed guess describing a potential relationship between two or more variables and phenomena (Binoy, 2019). Sekaran and Bougie (2016:84) define a hypothesis "as a testable statement of the relationship among variables" that "can test whether there are differences between two groups (or among several) with respect to any variable or variables". Payne (2014:82) adds the "hypothesis is a testable relationship between variables, a statement that you aim to accept or reject at the end of your research". It is an informed or educated guess created by researchers about a predicted result (Payne, 2014). It will be determined whether the prediction or speculation was incorrect or correct through hypothesis testing (Payne, 2014). The researcher formulated the following hypotheses for this investigation:

H_{01} Having a clearly defined change management team does not influence business transformation in public sector organisations.

Ha_1 Having a clearly defined change management team has a positive influence on business transformation in public sector organisations.

H_{02} Having change management related to organisational strategies / objectives does not influence business transformation in public sector organisations.

Ha₂ Having change management related to organisational strategies / objectives has a positive influence on business transformation in public sector organisations.

H₀₃ Having shared understanding and alignment does not influence business transformation in public sector organisations.

Ha₃ Having shared understanding and alignment has a positive influence on business transformation in public sector organisations.

H₀₄ Following a well-defined change management theory and process does not have influence on business transformation in public sector organisations.

Ha₄ Following a well-defined change management theory and process has a positive influence on business transformation in public sector organisations.

1.11 Theoretical Framework

A theoretical framework is described by Adom, Hussein and Agyem (2018) as an outline founded on prevailing theory, or a blueprint in an area of investigation that reflects the study hypothesis. Newman (2014:85) describes a theoretical framework (paradigm or theoretical system) as "a very general theoretic system with assumptions, concepts, and specific social theories". It works as the basis upon which a study is built (Adom *et al.*, 2018). A theoretical framework serves as the emphasis of an inquiry and it is associated with the problem studied (Adom *et al.*, 2018). Adom *et al.* (2018) state that it directs the researcher's selection of the study design and analysis of the data plan. A theoretical framework will assist the researcher to map out components and concepts in this study to outline the standpoint to make the research pertinent to existing ideas (Chukwuere, 2021).

The position of a study is defined by a theoretical framework including the establishment of a relationship between the title, statement of a problem, methodology, questions, hypotheses, literature review, objectives, and findings to inform the researcher's preference for collecting, analysing, and interpreting data (Chukwuere, 2021). The researcher assumes "Kurt Lewin's Change Theory" to understand the effectiveness of implementing change management projects for business transformation (Deborah, 2018:1-11). Using Lewin's theory of change, the

researcher attempts to offer organisational leaders guidance for implementing change and the capability to standardise conventional results (Deborah, 2018).

In a planned change management, Errida and Lotfi (2021) recognise Lewin's three-stage model involving transition, refreezing, and unfreezing as the theoretical foundation. Unfreezing comprises a destabilisation of the status quo through the creation of a buy-in and need for change and planning for the future change (Errida & Lotfi, 2021). Transition consists of a movement to the preferred potential state and refreezing occurs after the execution of change leading to new behaviours, practices, and cultures (Errida & Lotfi, 2021).

The principles and theory for organisational development and change proposed by Beer (2021:25) "apply to bounded organisational units carrying out interdependent value-creating activities and headed by a clearly defined senior leader and team". Beer (2021:14) discusses "the normative and actionable theory of planned organisational change and development". It necessitates the willingness of leaders "to lead an open honest conversation and to invest a significant amount of their own and their organisation's time, attention, and resources in the planned learning and change" (Beer, 2021:26). The notion that leaders must allow a collective, internally public, and honest dialogue "to learn the truth and act on it" is central to the normative and actionable theory (Beer, 2021:26).

1.12 Conceptual Framework

A conceptual framework refers to narrower or specific ideas researchers use in a study based on concepts representing the primary variables of research (Adom *et al.*, 2018). According to Chukwuere (2021), conceptual frameworks are structures or concepts that direct a study as the products of theoretical frameworks. The worldview of the study is understood through a provision of the base of formulating the research questions/objectives and a statement of the problem by a conceptual framework (Chukwuere, 2021).

Researchers construct their model to explain the connection that prevails between the primary variables in the study (Adom *et al.*, 2018). Adom *et al.* (2018:440) add that a conceptual framework can signify "an adaptation of a model in an existing theory" that

researchers adapt to suit the purpose of research. It symbolises the researcher's proposal to respond to the defined research problem by showing reasonably how the inquiry is to be performed (Adom *et al.*, 2018). The concepts of a conceptual framework are interrelated for an explanation of associations among them, and they are intended to inspire theory development (Adom *et al.*, 2018).

The researcher accepts a conceptual framework of change management with features representing organisational factors that include people, processes, and leadership (Mogogole & Jokonya, 2018). Stakeholders are represented by people engaged in change management as project managers, end-users, business owners, and technical teams (Mogogole & Jokonya, 2018). These people carry an organisational strategic vision as staff members with essential skills to transform the business (Mogogole & Jokonya, 2018). Organisational processes reveal how choices are made and the daily business tasks, and "they are processes of the organisation's internal and external processes and operations in which all public sectors, or national departments, have the aim of providing better service to the public" (Mogogole & Jokonya, 2018:839). According to Mogogole and Jokonya (2018), for the attainment of operational and strategic goals, the appraisal of process performance is used as a measure or degree of variables. The form of management approach used in departments demonstrating the impact that the top management has on change management, is explained by leadership (Mogogole & Jokonya, 2018). It is a management style functioning in the direction of staff members and organisational interests (Mogogole & Jokonya, 2018). This level of management will focus on the directors or managers "of different directorates within a structure that define the work activities that are allocated and managed with the aim of achieving the organisational goal" (Mogogole & Jokonya, 2018:839).

1.13 Research Methodology

Understanding the research methodology and methods is very important in a study. Neuman (2014) refers to methodology as the big structure that houses methods. Methodology means understanding the entire research process, including its social organisational context, philosophical assumptions, ethical principles, and the political impact of new knowledge from the research enterprise. Methods refer to the collection of specific techniques used in a study to select cases, measure and observe social

life, gather and refine data, analyse data, and report on the results (Neuman, 2014). Research methodology refers to the particular processes used to indicate, choose, implement, and assess information about a case study. In a research paper, this methodology enables the reader to critically assess an overall study's rationality and reliability.

This study follows a quantitative research strategy. The instrument was a questionnaire based on data being collected about a business transformation programme that has affected the entire population of the organisation. The population at the Agency makes up a manageable congregation to participate in this study in its entirety and that is what has given light to prefer a quantitative method over other methods.

Allen (2017) alluded that to find a perspective of a particular group of people often referred to as a sample of the population, researchers can use a quantitative research strategy. Using scientific inquiry, quantitative research relies on data that are observed or measured to examine questions about the sample. Therefore, this study attempts to determine how the change management techniques are being implemented in the contemporisation programme at the Agency and their effectiveness on the institution's human resources.

1.14 Significance of the Study

It is important to highlight the significance of the study, more importantly, because it has to do with a change in public service. Change "determines the long-term direction and performance of the organisation by ensuring that careful formulation, effective implementation and continuous evaluation of strategy take place, to ensure access, affordability and equity" (Chemengich, 2013:1). According to Chemengich (2013), institutions change from time to time to increase efficiencies and their effectiveness in delivering their mandate. This implies that change is inevitable for institutions and organisations, and it is a continuous process that must be dealt with as part of their improvement.

This study discusses the diverse approaches for applying strategic changes in the community sphere, drawing on NPM and SAPs lessons and strategies learnt. Change

is built on the notions made and can be strategic, transformational, or top-down. Changes can be a big bang or incremental with adaptive or evolutionary reaction processes, which depend on whether change is incremental or substantial. In the latter, the changes may require reconstruction or revolution (Chemengich, 2013).

The significance of this study is that it critiqued the characteristics of the necessary tools and suggested the correct techniques and measures to enable the public service stakeholders to navigate through change and overcome challenges and pitfalls. Based on empirical research the study will recommend improvement strategies, and options and conclude how to implement the suggested change management frameworks and policies effectively.

1.15 Layout of Study Chapters

The chapters are outlined as follows:

Chapter 1: An overview of the study: In this chapter, the author gives a summary and background of the study context established through the current status of the subject.

Chapter 2: *Literature Review:* This chapter provides a literature review to inform the question, theory, and methods aimed at assisting to set the parameters of the literature review.

Chapter 3: *Research Methodology:* This chapter is a research guide and how it is conducted. It simply describes and analyses methods and gives clarity on their limitations and ideas at the frontiers of knowledge.

Chapter 4: *Data Collection, Analysis and Discussion of Findings:* In this chapter, the author gathers relevant information from various sources and analyses it, evaluates outcomes, discusses findings, and draws recommendations and conclusions on the subject.

Chapter 5: *Conclusion and Recommendation.* This chapter provides the conclusions of the study and makes recommendations for implementation and further research.

1.16 Conclusion

Chapter 1 provided an overview and the context of the study. It further provided the background of the Agency's contemporisation programme and its change management project, extensively explaining the systems, structures, and business process application during the process of the rollout.

The research objectives and the problem statement were discussed while outlining the aspects affecting the operational processes during the implementation of a business transformation, which is analysed later in this study. The definition of scope, research design, limitations, and structure of the research report was provided.

Chapter 2:

Literature Review

2.1 Introduction

This chapter contains perspectives on global change management and discusses industry and public service standards. It deals with the implemented change management to improve processes, technology, and human capital.

2.2 Analysis of processes involved in three-change models

Lewin (2013) defined change as a modification of those forces keeping a system's behaviour stable. Lewin (2013) further highlighted that change is the consequence of a disturbance in the force field surrounding an organisation and that the objective should be to re-establish a situation of balance or equilibrium (Lewin, 2013).

According to Lewin (2013), "quasi-stationary equilibrium" is when the forces striving to maintain the status quo and the forces pushing for change are about equal; the current behaviours are then maintained. Lewin (2013) further suggested that by modifying those forces, less tension would be created in an organisation that changes. The goal for the driving force is to gain equilibrium, or a balance of power and introduce a sense of urgency. Resisting forces control the status quo while driving forces seek change.

Lewin (2013) developed the three-stage model of planned change, namely: Phase 1 – unfreezing; Phase 2 – changing; and Phase 3 – refreezing. Lewin (2013) explained how to initiate, manage, and stabilise the change process in an organisation where it is taking place. These organisational change management theorists maintain that the three phases should be followed systematically so that the change process can be successful. If the change agent misses any of these stages, it will lead to an incomplete or unsuccessful implementation of change.

2.2.1 Phase 1: Unfreezing

Initially, change must be based on a reason. The information must be disseminated before the intended change. The change agent should scan both the external and internal factors known as drivers or forces of change. Based on the information gathered, it will be easy for the agent to motivate the employees to engage in the change activities.

Connelly (2020) argued that in the process of change, unfreezing is one of the most important stages. The stage is about getting ready to change. It involves soliciting support from the affected parties and to make them understand that change is necessary. This first stage is about preparing all those who are involved and ideally creating a situation in which all people are in unison towards the change, therefore ready to move away from their current comfort zone.

These employees will then make it easy for the change agent by influencing the rest because of the power they possess. Thus, change can be managed by applying power. Once employees have become dissatisfied with a situation, they will then be motivated to move forward to a better way of doing things to balance the equation...

2.2.2 Phase 2: Changing

Transition is the inner movement or journey one makes in reaction to a change. This second stage occurs as one makes the changes that are needed. People are 'unfrozen' and moving towards a new way of being. With that being said, this stage is often the hardest as people are unsure or even fearful. It's useful to keep communicating a clear picture of the desired change and the benefits so people do not lose focus of where they are heading (Connelly, 2020).

During the education process, employees should be told that the change process is continuous and not a once-off activity, to minimise the level of resistance to change. Mechanisms that can be used to facilitate change include role models, experts, training, and research results. These instruments will reduce resistance to change and will enable change to be implemented quickly and easily.

2.2.3 Phase 3: Refreezing

Refreezing serves to institutionalise change in the organisation. The refreezing stage is designed to maintain the momentum of the change process. The change agent must cement and positively reinforce people's behaviour, attitudes, and organisational practices. Continuous coaching will facilitate the stabilisation process.

2.3 Analysis of processes involved in six-phase change models

The change process models consisting of six phases, are discussed in detail in this section.

2.3.1 Phase 1: Pressure and arousal

In large organisations, sometimes changes are imposed from outside of the immediate work unit. Any size company may need to change because of changing customer needs (Heathfield, 2020).

The people who are most familiar with the work often have the most accurate perceptions about the need for change. Organisation members may experience the need to change by viewing other organisations, benchmarking, or bringing in new senior leaders with experience in other organisations.

2.3.2 Phase 2: Intervention and reorientation

The intervention and reorientation phase requires a powerful and knowledgeable change agent who can define the problems and start the process. He or she will then intervene and reorient the organisation's thinking towards ways of attacking the problems. In the stage of an investigation, agents of change compile information about potential solutions or improvements and the change problem (Heathfield, 2020). They elucidate their dream for the future after the execution of the change (Heathfield, 2020).

Other analytical phases that change representatives must consider during the organisational willingness for change is to consider and identify the strengths that will assist the group directing the change and the energies that will hinder the group from effecting changes. Organisational willingness for change is established casually using observation of behaviour, conversations, assessment of the extent to which personnel are frustrated with the way of doing things or the existing system, and culture walks.

Every organisational change, whether large or small, requires one or more change agents. A change agent is anyone who has the skill and power to stimulate, facilitate, and coordinate the change effort. Change agents may be either external or internal. The success of any change effort depends heavily on the quality and workability of the relationship between the change agent and the key decision makers within the organisation (Lunenburg, 2010). Change agents must create trust, creativity and teamwork in the organisation.

2.3.3   Phase 3: Diagnosis and recognition of problem(s)

Goodman (2018) alluded those systems thinking as a diagnosis approach often involves moving from observing events or data, to identifying patterns of behaviour over time, to surfacing the underlying structures that drive those events and patterns. By understanding and changing structures that are not serving us well (including our mental models and perceptions), we can expand the choices available to us and create a more rewarding long-term solution to chronic problems, (Goodman, 2018).

The systems thinking approach demands attention, precision, empathy, preference, and audacity. In the Intentions Stage, change agents, senior leaders, and managers must do the following to ensure success:

i.   Assess the impact of suggested solutions and improvements on the organisation.
ii. If using an external consultant, assure that the organisation's goals and needs are clearly understood and agreed upon in a written contract.

iii. Make sure that the appropriate people are involved from across the organisation and that their input is considered, and when sensible, implemented.

iv. Consider additional strategies and methods for initiation and implementation to further reduce employee resistance to change.

v. Examine the goals and direction of critical people and work units to assess the degree of conflict likely to arise resulting from the selected solutions and strategies to accomplish it.

vi. Explore organisation development and training options to assist with the next three stages of change.

vii. Inform employees about the selection process, the alternatives considered, why alternative solutions were rejected, and the rationale for deciding on the selected approach. The more one communicates with employees before implementing the changes, the more involved and committed they are likely to feel and act

This is a critical process and poses challenges to the agent because an incorrect diagnosis will lead to the implementation of the wrong solutions and the results will be costly and irreversible. The diagnosis must therefore be correct. This remains the responsibility of both the change agent and top management. The problem areas must be identified and given attention.

2.3.4 Phase 4: Invention of and commitment to solutions

In this stage, the organisation begins the changes. The organisation must have goals for the change and strategies for reaching those goals. This is the stage where personal reactions are more likely to occur, (Heathfield, 2020). Leaders must begin the change by changing. Leaders and other change agents must establish clear expectations for changes. Involve as many of the employees in the organisation as possible in initiating and implementing the change plan.

If employees are excluded from the change process, management will encounter many problems because employees will resist the change due to a lack of knowledge and motivation. Therefore, it is imperative to engage them as early as possible to gain their commitment.

2.3.5 Phase 5: Experimentation and searching for results

According to Brown, Beyers, Roxburgh, Chui, Bughin, Dobbs and Manyika (2011), a pilot exercise is a way in which change implementers can run tests to tailor the roll-out model. This process is usually used to clear the path for a smooth scale implementation. Careful consideration must be taken when selecting the area in which this exercise must be conducted. They emphasised that pilots must be conducted in areas where there is enthusiasm, capability and disciple to achieve tangible outcomes and set new performance standards.

2.3.6 Phase 6: Reinforcement, integration and acceptance

According to Heathfield (2020), a new culture is borne, and the changes are becoming the norm and are fully adopted. This state may not be recognised in the early stages after changes are introduced. A full-scale organisational change can take several years before it becomes fully visible. When the new changes have been successfully integrated into the organisation, a new team member may not easily realise that the organisation had transformed. If the course of action has been tested and found desirable, it should be accepted more willingly. Improved performance should be a source of reinforcement and thus should lead to a commitment to the change.

2.4 Change Management and Leadership Alignment

According to Chemengich (2013:3), "change management is a systematic approach to dealing with change, both from the perspective of an organisation and on the individual level. Change management has at least three different aspects, namely adapting to, controlling and effecting change". In organisations, "change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities" (Chemengich, 2013:3).

Chemengich (2013:3) states that "managing change refers to making changes in a planned and managed, or systematic fashion; a learning organisation is capable of

continuous adaptation to the changing external environment". In other words, organisational change is a method of shifting from one condition to a different one in a systematic way that ensures that a new way of doing things is embraced by employees.

According to Chemengich (2013), managing change represents a structural tactic for shifting or transitioning teams, organisations, and individuals from a present state to a preferred potential state. In the context of the Agency, the changes entailed reviewing and assessing the overall change management and communication plan(s) for the contemporisation programme.

2.5 Management Effectiveness

According to Chemengich (2013), most systems lack the enthusiasm that would create an expectation to handle problems of societal marginalisation, political discrimination, and absence of societal representativeness in community services. All these problems compromise and reduce the management effectiveness of public services in general. The study examined the way they affected the Agency.

There is currently no official definition of change management in the government employment policy framework. Typically, the term would address the changes that fall out of the realm of the "standard employment relationship", understood as work that is full-time, indefinite, as well as part of a subordinate and bilateral employment relationship. In some instances, researchers also define the standard employment relationship as occurring at a set place of work outside the home (International Labour Organisation, 2016:1).

Governments should consequently focus their energies to a lesser extent on direct involvement and more on empowering others to be industrious, by delivering essential meanings such as protecting law and order; defending rights of property; handling the macro-economy to regulate and promote the market; delivering elementary societal infrastructure and services; and protecting the destitute and vulnerable (Chemengich, 2013).

2.6 Cultural Change

In line with the Agency's contemporisation programme, the Agency sought to position itself as an administrator of choice that aspires to provide excellent service to its stakeholders. A survey was conducted to ascertain how employees experienced their work environment, as well as to understand better where improvements had been made to enhance employees' overall employment experience during the change management process.

The following goals critically assessed the background and context of the choice of the methodology used to conduct the enquiry and the survey:

i.   To assess the general perceptions of the workforce against critical human capital drivers;
ii. To identify areas of strength and weakness throughout the organisation;
iii. To identify the issues affecting employee commitment and motivation.
iv. To address workforce issues and prioritise organisational development initiatives to the survey outcomes.

The outcomes and findings of the survey could be used to identify improvement opportunities and make recommendations that may assist public service institutions to enhance and improve the overall employment experience of all their employees.

The anticipated finding may also guide the leadership team to possible interventions that will attempt to address the key problem areas and areas of concern experienced by employees during a radical transformation process.

2.7 Change management: A global perspective

Basu (2015) argued that driving a successful organisational transformation and technology-enabled change has become a prevalent way of enhancing responsiveness to rivalry and service delivery satisfaction, both in public and private sector institutions in the contemporary economic climate of uncertainty. The imperatives that are instrumental in pushing organisations to consider transformation include innovation, business agility to adapt to external changes efficiently and

effectively, the alignment of information technology (IT) and business strategy, and global demand and support for new ideas and new opportunities (Basu, 2015).

The critical success factor for such initiatives lies in effective leadership to manage the changes associated with both people and processes. A review of the various aspects of leadership and change management and an analysis of technology transformation identify the common leadership parameters that can lead to the effective and efficient adoption of change (Basu, 2015).

2.8   The reason for a change in the context of public service

Organisational transformation intends to progress from the existing state to a desirable one that ranges from minor to essential changes (Lozano, 2022). Lozano (2022) adds that change management is pertinent to the sustainability of organisations, because it addresses the dimension of time by offering a dynamic perception. Research results by Alfarsi and Qu (2021) show that change management factor application in public sector organisations demonstrates a connection between organisational excellence and factors of change management. Alfarsi and Qu (2021) argue that change management influences organisational excellence progressively when clarity of purpose, leadership, reinforcement of change and communication are holistically used in public service organisations. The ability to react promptly to emerging opportunities and threats is critical to organizations' capacity to thrive because change is perpetual (Bennis, 2009).

2.9   Perceived change management

Prosci (2020) states that change management is generally aimed at tackling the people side of change. Designing a new organisation, developing innovative business processes, and deploying improved technologies may certainly not realize their full potential if the people are not brought in at the right time. That is because business success depends on how people in the organisation adopt the change.

Change management is the application of a structured process and set of tools for leading the people side of change to achieve the desired outcome Ultimately, change management focuses on how to help people engage and adopt change in their day-

to-day work. When defining change management, it is recognised as both a process and a competency (Prosci, 2020).

2.10 Prosci Methodology

The Prosci Methodology is based on the collective lessons learned by those implementing change across the globe. For more than two decades, change leaders, change teams and other key stakeholders have reflected on what worked, what did not, and what they would do differently on their next change project or initiative. Based on this ongoing research, Prosci developed a holistic methodology including a process, tools, and assessments, which can be applied to projects while building individual and organisational change management skillsets (Prosci, 2020).

2.11 Responsibility for managing change

Undoubtedly, "it would be difficult to find any thinking person who believes that change will not occur" (Kolzow, 2014:227). Change, like taxes and death, is unavoidable. According to Kolzow (2014:227), "the important issue is for managers and leaders to cope with the barrage of changes that confront them daily as they attempt to keep their organisation adaptive, resilient, and viable". Kolzow (2014:227) adds that "the true leader must be able to embrace change and use it in ways that benefit the growth and sustainability of the organisation".

2.12 Overcoming resistance to change

It creates a logic of possession of the project among the affected individuals and users, when developing a shared sense of the project being 'our project' (Boikhutso, 2013). Boikhutso (2013) also emphasised that effective communication enables the users to envision a realistic future state and its benefits, while the sharing of information reduces the level of risk to the project. Moreover, uncertainty is almost eliminated, and communication also encourages teamwork.

2.13 Lessons Learned from a Public Service Institution

The public service got involved in several change management initiatives. The two government institutions that introduced change management were The South African Revenue Services (SARS) and the Department of Home Affairs. The focus of this section of the research report is on SARS, who got involved in change as part of the Siyakha Change Project.

Mabetwa (2002) conducted a study that was intended to examine the approach that is used to manage change at SARS. He alluded that the study was to look at a specific change initiative that took place in the organisation. Transformational change is very difficult to implement particularly because the whole organisation is involved most of the time (Mabetwa, 2002). Mabetwa (2002) further alluded that transforming an organisation rises out of the ashes of its old beliefs, behaviour, and form to take on a new direction that, in its New World, raises its performance capability to a much greater level of effectiveness. Armed with new insight, leaders begin to see the possibility of an entirely new direction that better serves their marketplace. All efforts to design the new state are driven by a shift in mindset (Anderson *et al.*, 2010).

According to Mabetwa's findings, there was an agreement among the respondents that the Siyakha change was implemented Top-Down. Decisions were centralised to the executive team in the executive Head Office.

2.14 Project and change management coordination and integration

Kolzow (2014) explains that leaders in organisations ought to acknowledge that employees are most expected to avoid producing key changes for a range of motives. These reasons involve concern about what the future holds, a sense of hopelessness to grapple with the adjustment, and whether the shift will bring an undesirable impact on their fate. Individuals should be made to believe that fears are recognised. Leaders need to convey extensively how the shift should be accomplished seamlessly.

Useful leaders should assist individuals to understand how the change benefits people in organisations. The role of leadership is increasingly to communicate, enable, and interpret rather than to instruct and impose. Leaders can become cheerleaders,

encouraging people to "stay [on] the course" and continue to meet the challenges" (Kolzow, 2014:235).

When changes occur, managers and supervisors may be the biggest supporters, but also the biggest opponents. They are closest to the employees who need to support new processes and behaviours caused by changes. In many cases, the changes will affect the work and position of managers and supervisors. Managers and supervisors play a key role because of the relationship they have with employees within the organisation. The implementation of the change did not bring into question the importance of their roles or functions, but rather what could be the group for changes to be applied successfully (Lonescu, Meruţa and Dragomiroiu, 2014). The obligation for directing change rests with the organisational executives and management (Kolzow, 2014). They must lead the change in a sense that personnel can deal with. Organisational leadership must enable and facilitate change (Kolzow, 2014).

Table 1 lists factors influencing change management.

Table 1: Factors influencing change management

Economic Factors	Political Factors
o Competitive advantage o Job loses o Wage rates and demands o Government economic sustainability	o Government legislation o Employment equity o Broad-based Black economic empowerment / employment equity
Technological Factors	**Sociocultural Factors**
o Improved and efficient utilisation of technology systems, the Internet and mobile technology o Effective production processes (business process innovation)	o Demographic dynamics – younger or ageing staff (social inclusion) o Loss of morale and impact of absenteeism

(Walker *et al.*, 2007)

An organisation does not only alter change when a particular change endeavour is initiated, because organisations change naturally daily basis. However, this study and

the literature on change management, in general, focus on change exertions and management. Moreover, this is an HCM component caused by technological systems improvement and process innovation evolution (Boikhutso, 2013).

2.15 Reactions to change and transition

Stakeholders move through various stages before they become committed to the envisaged change, or new way of doing things. They start by gaining awareness and gradually move over to the various stages of understanding and acceptance until they have reached the stage of commitment or embedding the change as the new way of doing things. This movement towards acceptance and commitment is illustrated in Figure 1.

PERCEIVED TRANSITION MODEL

Uncertainty — Differentiate between change and transition

Scepticism — Change is situational and happens without people transitioning

Exploration — Transition is psychological and is a three phase process

Commitment — People gradually accept the details of the new situation the changes that comes with it

Ending — Shocked, Angry, in denial and sad.

Neutral Zone — Confused, Disoriented, Frustrated, Sceptical and Apathetic.

New Dawn — Excite, Energised and Committed.

Figure 1: Change and transition model

(Adapted from Prosci, 2020).

2.16 The Agency's change management methodology

The government of South Africa, as a developmental state, introduced contemporisation programmes across all spheres, which encouraged the introduction of organisational change management. The available literature on this research topic shows that not enough agreement prevails on the nature of change in organisations, or on the crucial factors of success needed for change to be realised (Boikhutso, 2013).

Change management is the process of ensuring a smooth transition to the targeted state. Effective change management is one of the keys to the successful implementation of the transformation programme. A thorough and thoughtfully

executed change management effort must support the initiative. To ensure that the change is successful, the Agency has utilised the change acceleration process (CAP) model (see Figure 2).
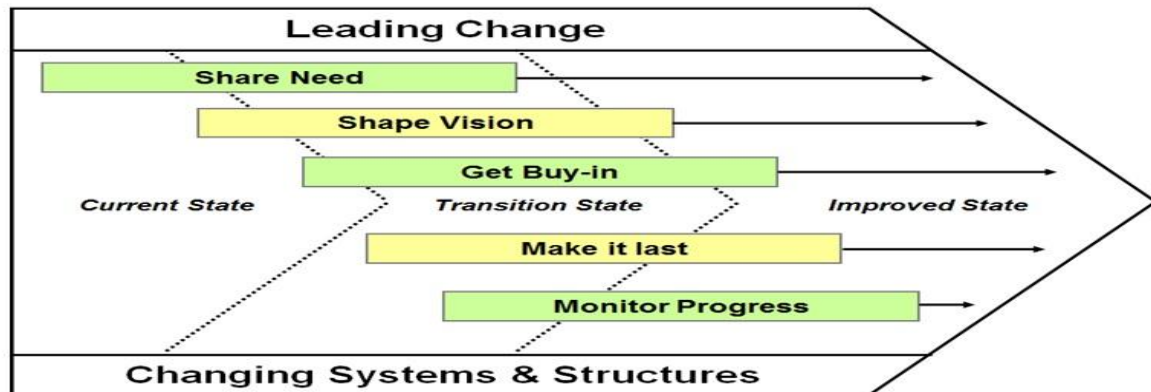

Figure 2: Change acceleration process

(Six Sigma Institute, 2021)

2.17 Leadership in a change management context

Leadership entails setting the direction for the change journey and developing change sponsorship within the senior management team. A critical role is played by leaders "in the organisation's attempt to embrace change. It takes a leader to create positive change. Leadership is critical from the announcement of change through the implementation of the change" (Kolzow, 2014:227). The organisation is highly unbalanced, "often characterized by confusion, fear, loss of direction, reduced productivity, and lack of clarity about direction and expectations. It can be a period of high emotion, with employees grieving for what is lost, and initially unable to look to the future" (Kolzow, 2014:227). According to Kolzow (2014:228), efficient leaders during this period must pay attention to the confusion and feelings of staff that "must be acknowledged and validated. Second, the leader must work with employees to begin creating a new vision of the altered workplace and help employees to understand the direction of the future".

2.18 Building and sustaining executive sponsorship

The sponsor makes sure that the project's goals are aligned with overall company strategy, garners support (and overcomes resistance) from other senior executives and provides ongoing direction as the effort unfolds. In contrast with the project leader, who focuses mostly on day-to-day execution, the sponsor's role is much more strategic, focusing on creating conditions for success instead of tactical implementation (Ashkenas, 2015).

Apart from playing a huge role in a project's success, effective sponsorships can also be worthwhile for senior executives, as they get to oversee key initiatives that are important to the organisation (Ashkenas, 2015).

2.19 Building and sustaining middle management

An organisation's operational leadership or middle management is critical in any change effort as they can make or break the change. Due to their close relationships with employees who directly report to them, middle managers are important in ensuring that project messages are disseminated to employees. Taking the indication from the change leader, the change champions and sub-champions must ensure through CAN that the culture change action plan is developed and implemented.

2.20 Resistance to change

Most authors and researchers have indicated how reactions to a change initiative can have a huge effect on the intended results, depending on whether it is seen as a threat, or an opportunity. Mdletye, Coetzee and Ukpere, (2014) suggest that implementers of transformational change programmes must continually and thoroughly monitor the perceptions, experiences, and reactions of the affected individuals during the implementation of any change initiative.

Therefore, the management of change coincides with managing stakeholders and including them as participants rather than counterparts. It includes selling ideas and

soliciting buy-in from those who are directly, or indirectly, affected to overcome the challenges of any negative resistance.

However, deep and real organisational change is not unlikely to happen without the commitment to change by its members (Kolzow, 2014). Leaders cannot compel persons "to accept new ways of doing their work if they aren't believers in those ways" (Kolzow, 2014:229). Kolzow (2014:229) states that "no successful change will occur if the staff does not trust the organisation's leadership, does not share the organisation's vision, does not buy into the reason for the change, and is not included in the planning". Kolzow (2014:229) adds that "this will be true regardless of how brilliant the change strategy looks to be".

It creates a logic of possession of the project among the affected individuals and users developing a shared sense of the project being 'our project' (Boikhutso, 2013). Boikhutso (2013) said that effective communication enables the users to see a realistic end state and its benefits, while the sharing of information reduces the level of risk to the project. Moreover, uncertainty is almost eliminated, and communication also encourages teamwork.

2.21 Conclusion

In this chapter, it has been indicated that leadership support is important during a business transition programme, that the project teams must be dedicated and committed, and that any affected stakeholders' concerns and views must be given the necessary attention.

Boikhutso (2013) points out that the management of people is a central piece of a project and is thus a necessary ability for the management team. Leadership support needs to be visible and be seen to be in favour of the desired outcomes.

Sharma (2019) describes resistance to change as the reluctance to embrace change when it is affected. Workforces can be either explicit, or concealed, about their reluctance to blend into organisational changes. Affected personnel can either express their resistance openly to unknowingly resist change verbally, or by general actions.

While there are numerous reasons to explain why members of staff can be resistant to organisational change, the following are a few most common reasons: The first is resistance based on improper dissemination of information; the second is an authentic difference over the realities, which involves emotional and personal resistance that may manifest as a result of the well-known symptoms of the uncertainty about job securities; and lastly the fact that middle management may fear that changes may reduce their influence and ability to control certain aspects. What managers represent within the change programme could even influence people negatively and cause resistance to any change.

Chapter 3:

Research Methodology

3.1   Introduction

Chapter 3 describes the research methodology used to empirically explore the impact of change management in public service. The chapter further outlines the research approach, the sampling accumulation, the data types, data collection and analysis, reliability, validity, and simplification. It also includes the methods chosen to collect the data and comprehensive analysis to address the research question and objectives of the study.

3.2   Research Design

Sileyew (2019) defines research design as a suitable framework for a study. A very important decision in the research design method is the choice the researcher makes about the research approach that determines how appropriate facts of the study will be obtained. Sileyew (2019) defines a case study as an experiential enquiry that examines a current phenomenon within its factual existing perspective. This study will focus on a quantitative approach or design to explore the effectiveness of change management. According to Boikhutso (2013), the research design serves as a plan to organise and implement an investigation and maximise the validity of the findings. In many instances, the quantitative approach, or design, mainly uses statistics to explore a phenomenon (Leedy & Ormrod, 2015:99).

3.3   Population and Sampling

The target population of this study was the entire community of the Agency's employees, and this comprises 1200 employees. The electronic questionnaires were distributed to the entire population of the organisation, which was 1 200 at the time of the research. The Agency's Monitoring and Evaluation and Communications units assisted in distributing the survey link electronically by email. Overall, 103 respondents participated in the voluntary study. The researcher used a non-probability sampling procedure of voluntary sampling "in which participants are volunteered, or self-select, to be part of the research rather than being chosen" (Saunders *et al*., 2019:820). Vehovar, Toepoel and Steinmetz (2016:328) define "volunteer sampling as a type of

convenience sampling, where the decision to participate strongly relies on respondents due to the non-individualized nature of invitations".

The sample size and sample sub-groups are displayed using descriptive statistics, i.e., quantitatively summarising the data set in graphs. In addition, inferential statistics were used to guide the decisions and conclusions that extended beyond the immediate data

The questionnaire consisted of closed-ended questions. The questions were intended to measure:

  i.   Employee perceptions of staying with the organisation;
 ii.   Employee perceptions of what the Agency can change to improve overall employment experience;
iii.   Perception of the leadership's transparency in communicating the outcomes of the organisational change and new developments;
iv.   Perceptions on whether the leadership takes the appropriate action to correct the problems identified in the organisational climate surveys.

3.4   Data Collection Instruments

Stedman and McLaughlin (2022) define data collection as a logical tactic of gathering and assessing information from different sources to work out a comprehensive and correct representation of an area of interest. Data collection is a methodology to gather the information that guides the process of analysing and later drawing a conclusion to accomplish the requirements of the research questions stated and subsequently achieve the objective of the study. Data were collected about change management within the Agency, with a specific focus on the HCM initiative of the contemporisation programme.

Various data collection methods can be utilised for a research study, such as questionnaires, surveys, checklists, interviews, observation, focus groups and case studies (Hanning, 2010; Kabir, 2016). In this study, a questionnaire was used to collect data and the approach used was quantitative.

Quantitative research involves the collection of primary data from various source units, to present the outcomes to a broader audience. The quantitative approach defines, gathers, and determines a conclusion employing numbers. This data collection method is therefore systematic, with predefined procedures to analyse data. In this study, a questionnaire was used to collect data and the approach used was quantitative as illustrated in Appendix A.

The questions had to be answered on a 1-3 Likert scale where: 1 means 'disagree' and 3 is 'agree', while 2 means neutral or that the respondent is not sure whether to agree or disagree with the question or statement.

3.5   Data Analysis

According to Kabir (2016), quantitative research concerns the analysis of propositions resulting from philosophy and working out the size of the point of interest. It is derived from a statistical and mathematical report of research outcomes. There are two major areas of statistics, namely descriptive statistics, and inferential statistics. Descriptive statistics concern the development of certain indices from the raw data (Statics in research, 2022). Descriptive statistics were used in this regard to analyse the responses of the respondents. The questionnaire survey was statistically analysed using descriptive statistics, in which percentages are used to determine the insinuations and draw conclusions. The data gathered through this research were described in the form of a detailed report including findings, conclusions, and recommendations" (Mngomezulu, 2016). Data collected was analysed, tested, and integrated, and findings were discussed using content analysis. The Statistical Package for the Social Sciences (SPSS) was used to statistically test the hypotheses of the investigation and reliability was assessed through Cronbach's Alpha.

3.6   Pilot Study

According to Manyika *et al.* (2011), a pilot exercise is a way in which change implementers can run tests to tailor the roll-out model. This process is usually used to clear the path for a smooth scale implementation. Careful consideration must be taken when selecting the area in which this exercise must be conducted. They emphasised that pilot studies must be conducted in areas where there is enthusiasm, capability and disciple to achieve tangible outcomes and set new performance standards.

Heathfield (2020) is of the view that the research pilot studies should be rigorously monitored and evaluated so that any early warnings can be picked up and the model refined. With this being done, the level of resistance will be easily manageable, and the change will be easily communicated throughout the journey.

The questionnaire was piloted in two sections within the Agency comprising fifty (50) selected employees to ensure that the questions were understandable and made sense to the respondents. The pilot went well, and all participants understood all questions and found the electronic process to be easy to use.

3.7 Rating scale and Interpretation

An ordinal scale using the three-point rating scale was chosen and scores were calculated to derive an overall organisation score, scores per dimension, and scores per question/item. In addition, looking at possibilities scores were calculated either for each business unit or surveyed demographic categories.

An ordinal scale used in this study has been made such that participants would either agree, disagree or be neutral to a particular statement without an option to test value by magnitude such as including whether the statement is strongly agreed to rather poorly disagreed to. The point is to determine existence more than test the perceptions.

3.8 Ethical Considerations

The most common way of defining "ethics" is the norms for conduct that distinguish between acceptable and unacceptable behaviour (Resnik, 2020). This means that ethical behaviour respects the dignity, diversity and rights of individuals and groups of people. The author has taken the following research ethical considerations into account:

i.   Consent was solicited from the principal or Accounting Officer of the Agency.
ii. Participants were informed about the purpose of the study.

iii.   Participants were assured that they could make their decisions without fear of negative consequences.

iv.   Participants were assured of the confidentiality of the information they provided.

v.   Participants were informed that they had the right to choose not to take part in the study.

Appendix B (Ethical Clearance) contains a letter submitted to the da Vinci Institute, which contains a detailed explanation of how the study was aligned with, and handled, all ethical principles and procedures.

Auestad (2019) indicated that the dignity of human beings is interconnected to individual inviolability. Respect for human dignity and personal integrity is sincere and rests in a series of laws and human rights treaties. Researchers must, therefore, protect individual integrity, preserve personal free will and respect private and family life, and protect against harm.

Research ethics were observed to ensure that the study applied the principle of enhancing the dignity of the respondents and the right to social justice. This principle includes freedom from harm, exploitation and the psychological discomfort that may result from the nature of the questions asked (Mngomezulu, 2016). Therefore, the information that was gathered from the Agency's employees was always handled with high discretion and will not be utilised for reasons other than the research.

The researcher observed strict ethical considerations under the supervision of the academic supervisor. This includes the protection of the respondents and obtaining the necessary permissions. The necessary permission was also sought and obtained from the Agency.

The individual responses were treated confidentially and only used to derive the overall results of the survey as presented in the research paper. Participation in the study was voluntary and respondents were not in any way forced to participate.

3.9   Conclusion

This chapter discussed the quantitative research method used to conduct empirical research to answer the research question and achieve the objectives set for the study. The next chapter 4 will discuss the results of the empirical research conducted.

Chapter 4

Results and Discussion

4.1 Introduction

Chapter 4 discusses the results per objective, draws on findings in the literature review and attempts to interpret the results and findings to empirically answer the research question and objectives. A total of 103 questionnaires were received and all of them were usable and met the required inclusion criteria as discussed in Chapter 3. These questionnaires will form the basis for the results and findings.

The first section comprises demographic data such as age, gender, race, and years of service at the Agency, and shared understanding, institutional support, and alignment.

The second section comprises data describing the change management team in correlation to their skill, knowledge, and attributes.

The third section covers the data obtained from the analysis of the vision, strategy and implementation methodology and approach.

The fourth section addresses change communication, coordination, response to risks, impact assessment, and resistance.

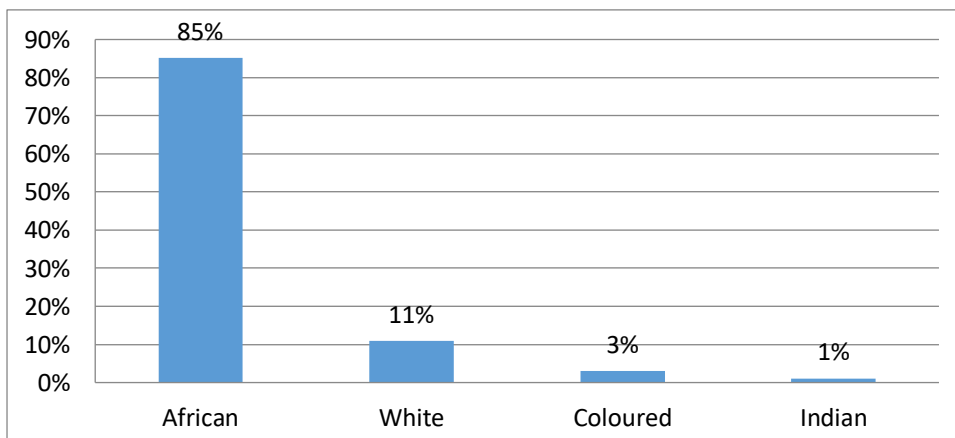### 4.2 Research findings

4.2.1 Race

Figure 3: Race

According to Figure 3, 85% of the respondents were Africans, while 11% were white, 3% were Coloured and 1% were Indian.
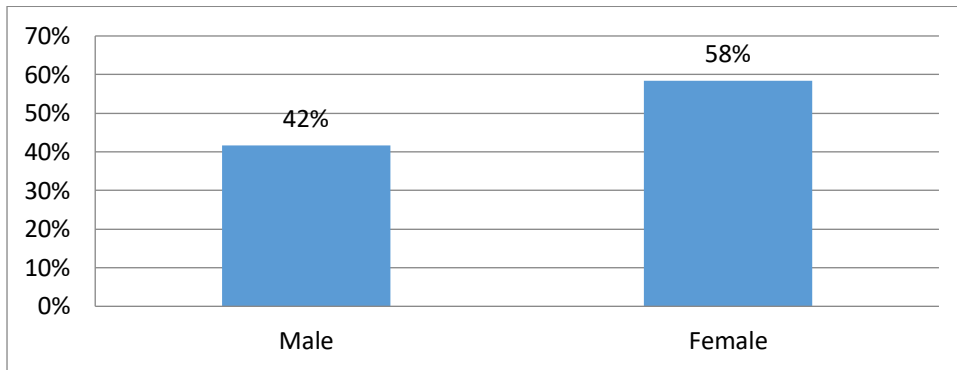
4.2.2 Gender

Figure 4: Gender profile

Figure 4 shows that most of the respondents (58%) were female and 42% were male.

4.2.3 Age group

People experience change differently and at different paces, depending on their age. Figure 5 shows the age groups of the respondents.
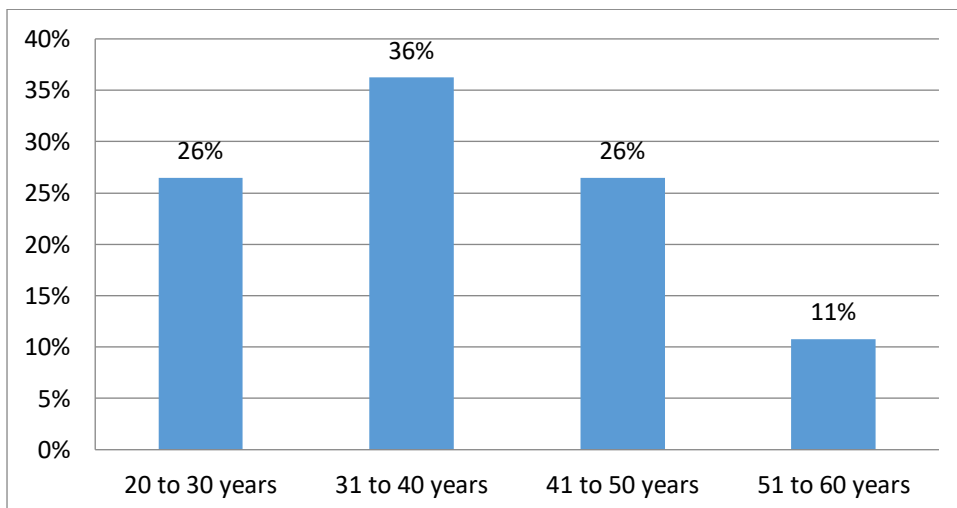

Figure 5: Age group

According to Figure 5, more than a third (36%) of the respondents were between 31 and 40 years of age. Just over a quarter (26%) of the respondents were less than 30 years of age. And just over another quarter (26%) were between 41 and 50 years. The

remaining 11% were between 51 and 60 years of age; this group is approaching or in the pensionable age.

4.2.4 Years in service

Experience is expressed in years in service. Figure 6 outlines the years of experience of the Agency's employees who responded to the study.
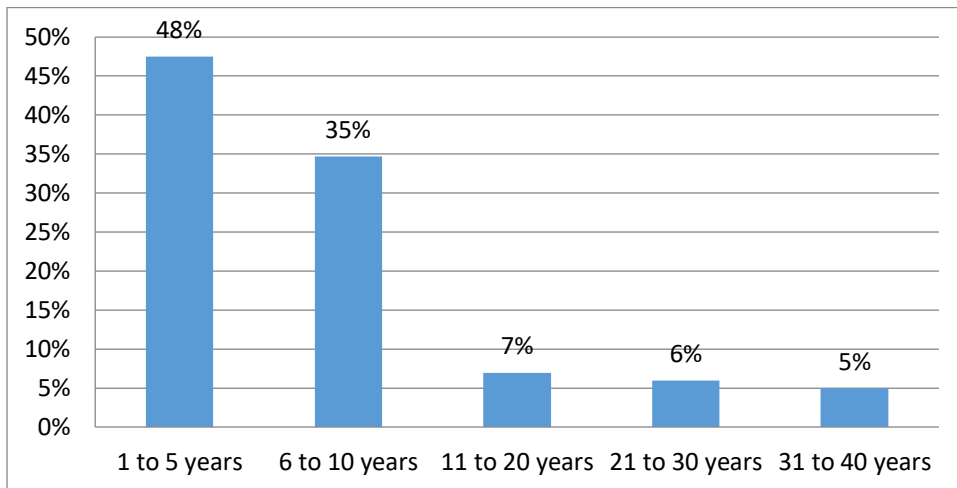

Figure 6: Service years

About half (48%) of the respondents have between 1 to 5 years of working experience. More than a third (35%) have 6 to10 years of experience, and 7% have 11 to 20 years of experience. Meanwhile, 6% have 21 to 30 years of experience and 5% have between 31 years and 40 years of working experience.

4.2.5 Change management

According to Miller's Change Management Theory, any change taking place in an organisation must be explained and the buy-in of all the relevant stakeholders should be obtained, if it is to succeed (Miller, 2020). Figure 7 indicates whether the necessity of the change was explained to all the relevant stakeholders in the organisation.
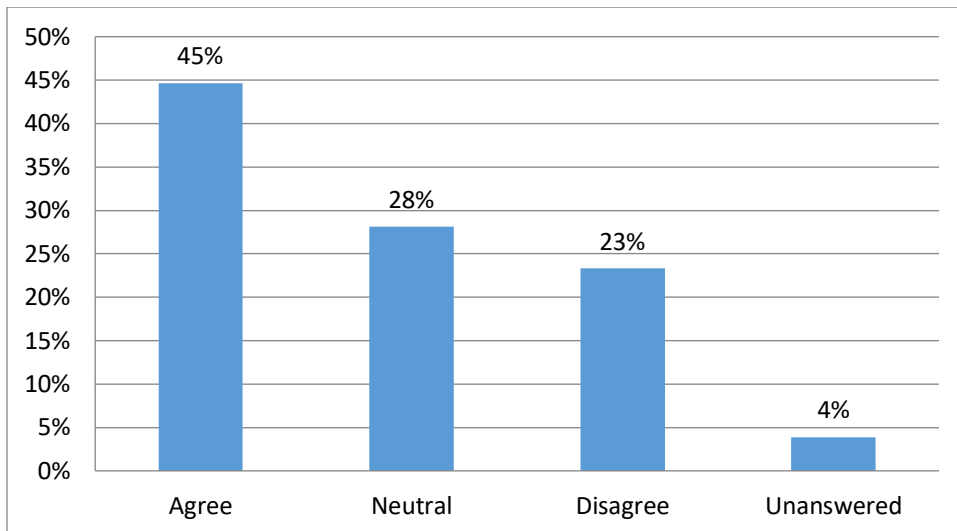
Figure 7: Change management

Less than half (45%) of the respondents agreed that the necessity of the change was clearly explained to all the relevant stakeholders in the organisation. More than a quarter (28%) were neutral and 23% disagreed, while 4% did not respond to the question. Over half (51%) of the respondents were either neutral or disagreed that the importance of the changes was clearly explained to them. This implies that change was not adequately explained to all the relevant stakeholders, as required by the change management theory. According to Change Management Theory, where change is not clearly explained buy-in becomes a challenge to the stakeholders or those who are, or would be, affected by the envisaged change.

4.2.6 Timeframe

Time frames play a critical role in a change management project. It is easy to manage change interventions through milestones and achievements at a particular point. Figure 8 indicates the views of the employees regarding time frames.
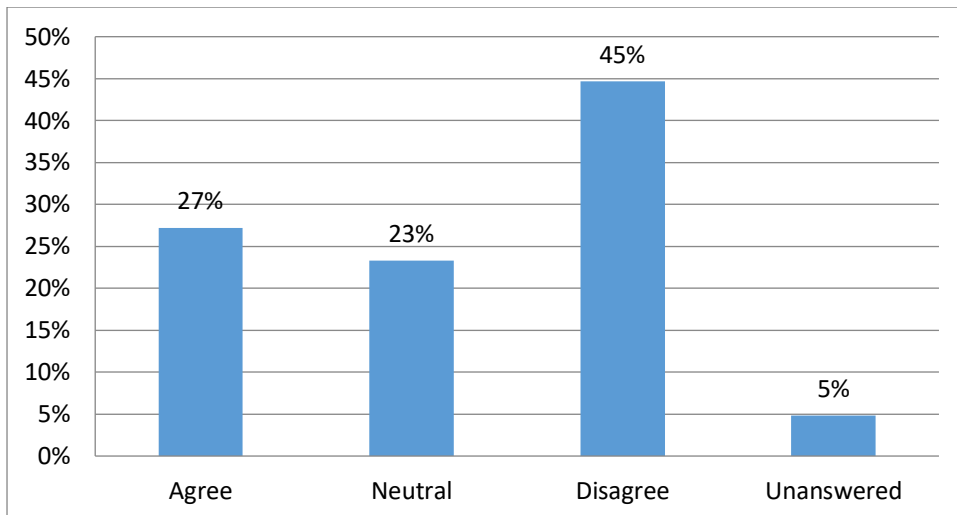
Figure 8: Timeframe

Most of the respondents (68%) were either neutral (23%) or disagreed (45%) that the timeframe needed to effect the change was specified. Slightly more than a quarter (27%) agreed that the time frame was specified. The figures contradict Greiner's (1972:37-46) "Five distinct phases of an organisational life cycle", which provide some guidelines to assess the effectiveness of an organisational change including the issue of time. A 5% of the respondents did not answer this part of the questionnaire. This implies that the issue of time was a challenge for the change management project; it was not clear to those who were supposed to experience the change.

4.2.7 Leading change

The relevant change management skills, knowledge, and abilities of the officials responsible for carrying out duties required during a business transition period are very important. So too is leadership support from the executive team. The responses to this critical aspect are reflected in Figure 9.
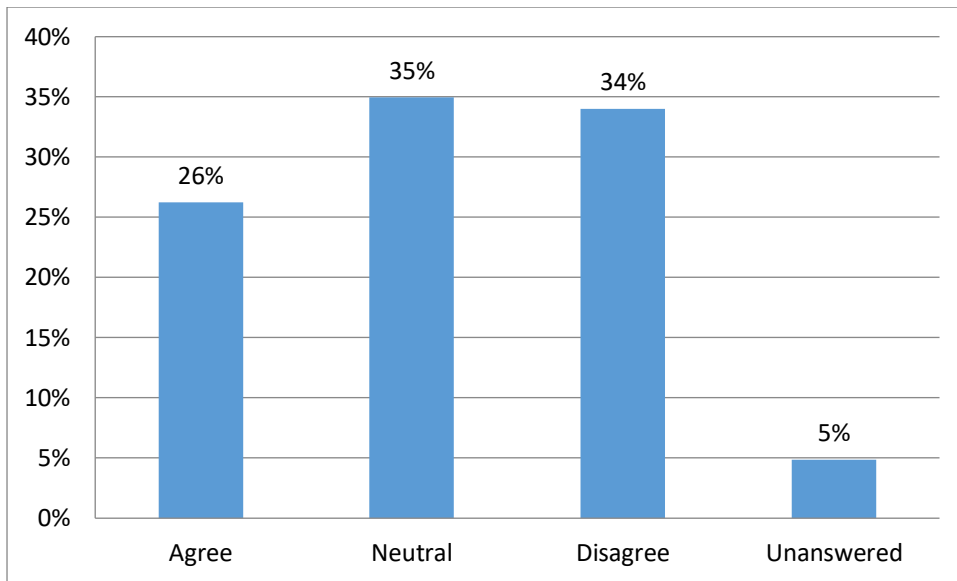
Figure 9: Leading change

Only about a quarter (26%) of the respondents agreed that a team was created with enough people to lead the change using their expertise, leadership, authority, and reputation. A third (34%) of the respondents disagreed that the team leading the change structures of authority, had adequate capacity. A 35% of the respondents were neutral, while 5% did not respond to this question of the study. This implies that, although a 'team' was created; it was not comprised of enough people to lead the change using their expertise, leadership, authority, and reputation.

4.2.8 Working together

Working together as a team towards a common goal strengthens the team and simplifies problem-solving. Tasks can be delegated effectively and efficiently to avoid duplications. Figure 10 shows the view of the respondents about the unity of the change management team.
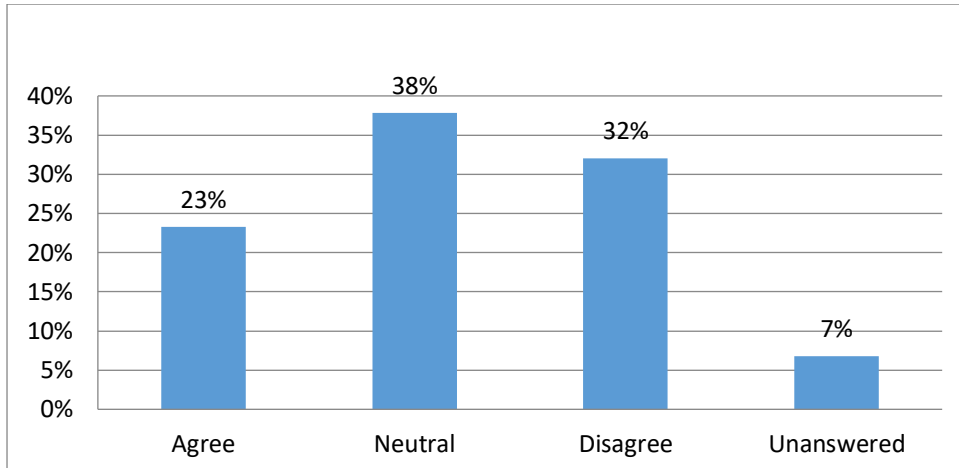
Figure 10: Working together

More than a third (38%) of the respondents was neutral on whether the team worked together towards a common goal. Less than a quarter (23%) agreed, while 32% disagreed with the notion of the unity of the team, and 7% did not answer this part of the questionnaire. Overall, 70% of the respondents were not of the view that the change management team acted as one and was working towards a common goal.

4.2.9 Communicating vision and strategy

Selling the new vision of an organisation during transformation is key. Leaders need to forge the anticipated (future state) culture through the right communication channels. The views of the respondents are reflected in Figure 11.
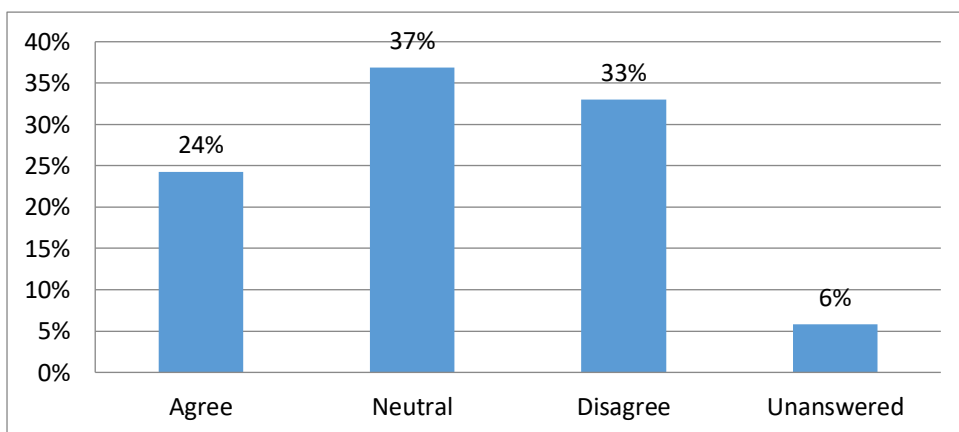

Figure 11: Communicating vision and strategy

Thirty-seven per cent (37%) of the respondents were neutral on the consistency of the team in communicating the vision and strategy of the Agency. A third (33%) disagreed,

24% agreed and 6% did not answer the question. From the results, it can be deduced that the team was not leading in a way consistent with the communicated vision and strategy of the Agency.

4.2.10 Vision of change management

Vision is the foresight of leadership and needs to be developed to give perspective and guide the process of change or transition. Figure 12 reflects the views of the respondents about the vision of the change.
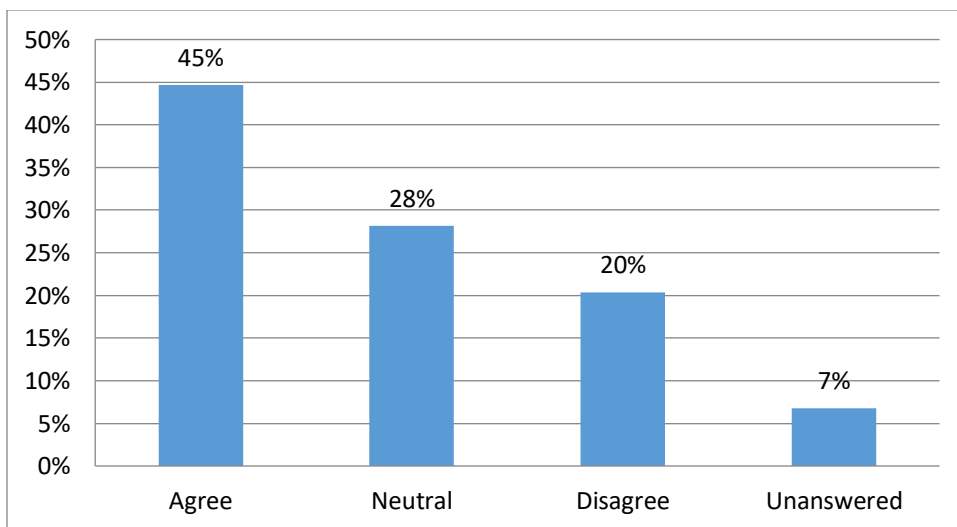
Figure 12: Vision of change management

Less than half (45%) of the respondents agreed that an understandable and desirable vision of change management existed in the Agency during the change management process. Another 28% were neutral, while 20% disagreed, meaning the vision was not clear, and 7% did not answer this question.

4.2.11 Change management vision communication

According to Kolzow (2014), employees can only follow a vision if they know it and it is communicated to them regularly. To gain a clear understanding of where the organisation is moving or changing to, consistent, proper communication of the vision should be maintained. Figure 13 explores and gives the views of the respondents.
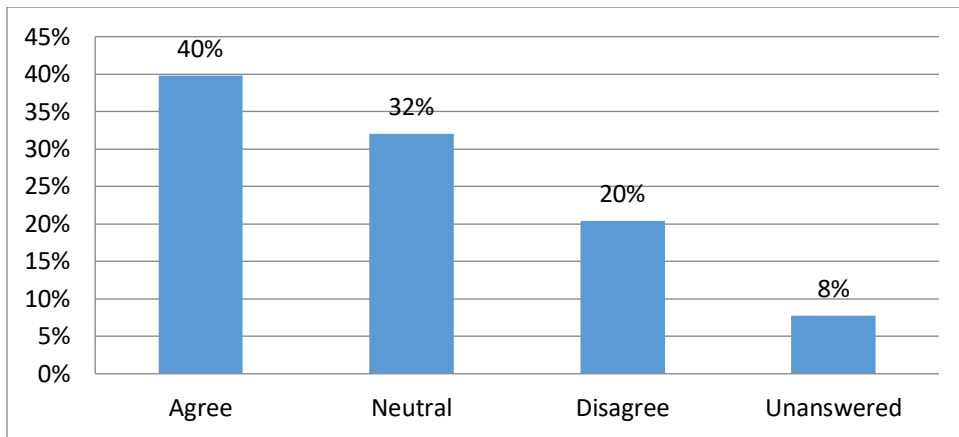
Figure 13: Change management vision communication

Less than half (40%) of the respondents agreed that the change management vision was communicated to all affected parties and stakeholders. Meanwhile, 32% were neutral, 20% disagreed, and 8% did not respond to the question. This implies that the vision of the change was not communicated to the stakeholders by management, or those leading the change.

4.2.12 Change management discussions

For an organisation's leadership to obtain the views of their people about change, there should be change interventions in different forums and departmental meetings. This can also be a way to receive feedback from the affected parties about change. Figure 14 reflects the views of the respondents on the awareness created by those leading the change on various platforms and forums.
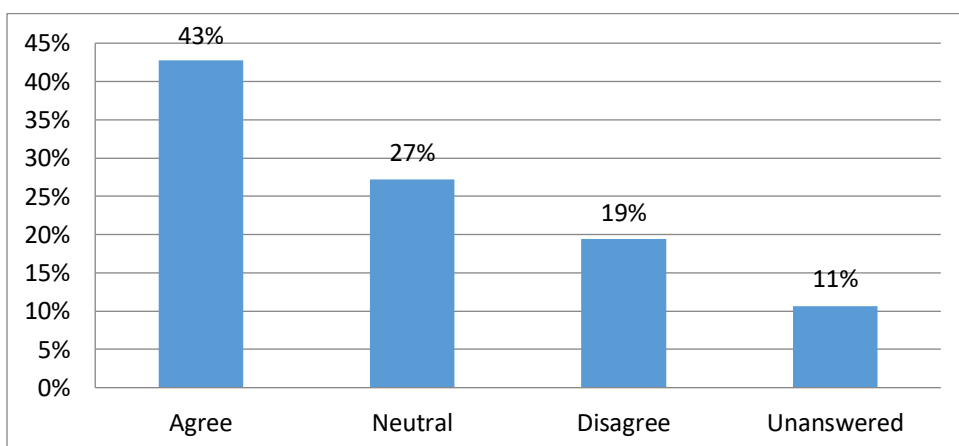

Figure 14: Change management discussions

Less than half (43%) per cent of the respondents agreed that the awareness of change management was created and discussed on several occasions and in different forums; 27% were neutral, 19% disagreed and 11% did not respond to this aspect. It can be construed that there was inadequate change communication and the creation of awareness thereof.

4.2.13 Change management strategy and roadmap

Developing a road map for a new strategic vision cannot be done in isolation. "To support integrated product-technology planning, road mapping concepts and techniques have been widely adopted at product, technology, organisation, sector, and policy levels. The road-mapping approach is flexible and scalable and can be customised to suit many different strategic and innovation contexts. However, "this demands careful planning and design, including consideration of roadmap structure, process and participation" (Phaal & Muller, 2009:39-49). Figure 15 reflects respondents' perceptions of the clarity of the strategy and road map.
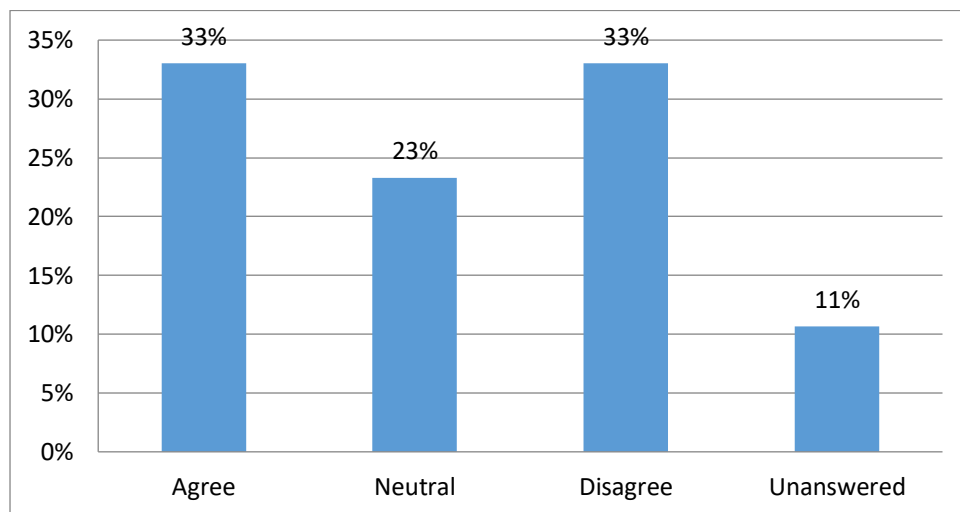
Figure 15: Change management strategy and roadmap

Only a third (33%) of the respondents agreed that there was a clear, achievable change management strategy and road map in place to carry out the mandate; another third (33%) disagreed, while 23% and 11% respectively were neutral or did not respond. While the study is not conclusive, the perceived absence of a clear change road map was evident from the responses of the respondents.

4.2.14 Organisational, structural, and bureaucratic obstacles

Most leaders fear change and avoid taking the risks that are fundamental to the achievement of change objectives. Such managers and leaders tend to discourage their subordinates from participating in business transformation initiatives. The results of organisational, structure and bureaucratic obstacles are reflected in Figure 16.
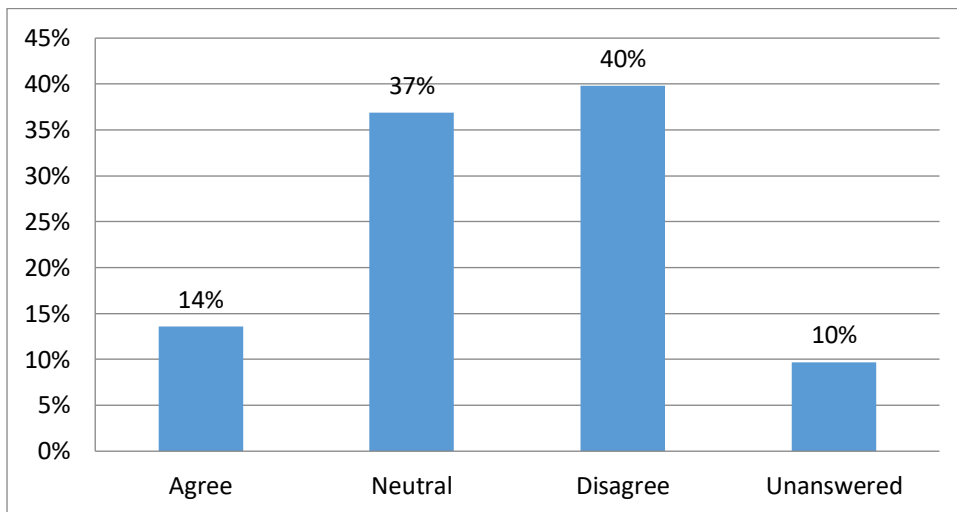
Figure 16: Organisational, structural, and bureaucratic obstacles

Less than half (40%) of the respondents disagreed that organisational, structural, and bureaucratic obstacles had been eliminated through change management measures during the implementation of the Agency's contemporisation project. Thirty-seven per cent (37%) were neutral, 14% agreed, and 10% did not respond to the question. This implies that there were bureaucratic obstacles which existed during the implementation of the project in the Agency. Bureaucratic structures have created unnecessary challenges.

4.2.15 Senior management support

It can be difficult to implement new ideas without a clear understanding and continuous support and encouragement from the leadership of the organisation. The respondents' perceptions of senior management support are reflected in Figure 17.
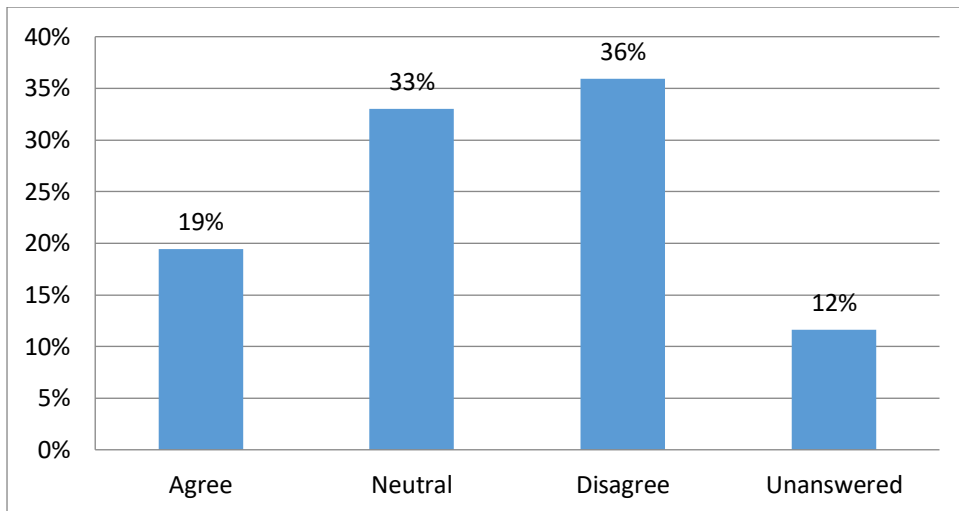
Figure 17: Senior management support

Just more than a third (36%) of the respondents disagreed that senior management encouraged non-traditional ideas, activities, and actions; 33% were neutral, 19% agreed to senior management support and 12% did not respond. This feedback implies that leadership and management did not encourage non-traditional ideas, activities, and actions, which is required in change management theory for change to succeed.

4.2.16 Implementation of change with emphasis on future state

It is very important to keep the focus on the envisaged goals while managing risks and obstacles during the implementation of change to ensure success. Re-emphasising progress and what the end state should be could help teams to monitor progress and not to lose track. Figure 18 shows respondents' feedback.
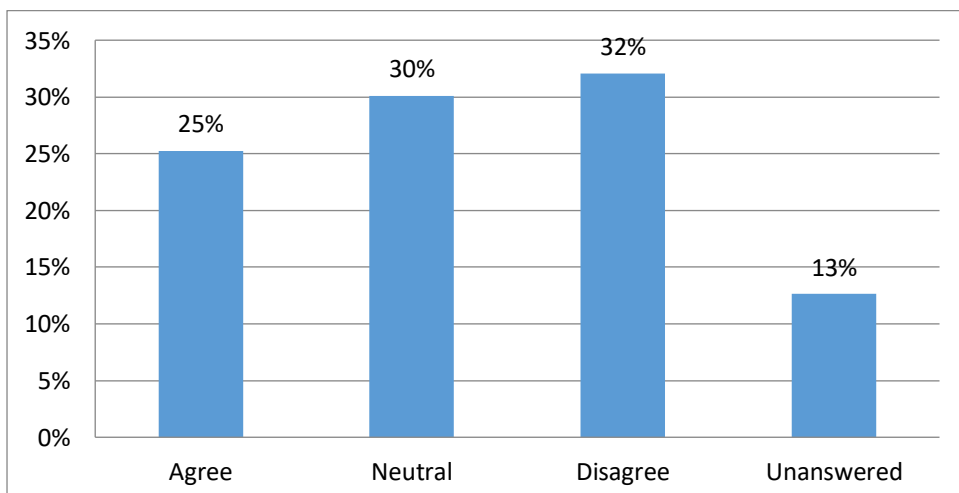
Figure 18: Feedback of respondents on implementing change

Almost a third (32%) of the respondents disagreed that an envisaged end state was emphasised during the change implementation, to help them stay focused on the goal; 30% were neutral, a quarter (25%) agreed, and 13% did not respond to the question. During a change management process, the envisaged state should be emphasised, and the results indicate that the envisaged state was not emphasised.

4.2.17 Managing and celebrating achieved deliverables

Successful organisations celebrate business value successes and project milestones during the implementation of large programmes and projects. This helps project teams and beneficiaries comprehend progress and stay motivated throughout the process. Figure 19 shows respondents' perceptions of the extent to which 'quick wins' were celebrated.
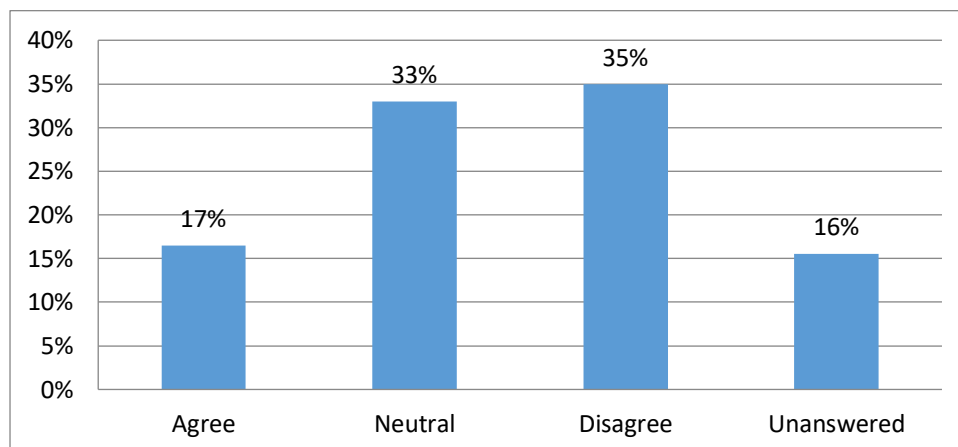
Figure 19: Perceptions of respondents

More than a third (35%) of the respondents disagreed that short-term achievements were celebrated and the persons who delivered such accomplishments were recognised. A third (33%) were neutral, 17% agreed, while 16% did not respond to the question. The results imply that there was no recognition for those responsible for achieving short-term quick wins. Recognition is necessary to sustain the buy-in and success of the change management project.

4.2.18 Setting clear roles and deliverables

It is crucial to set clear tasks and make sure all members of the team involved, understand their role and how it fits into the success of the broader programme. Maintaining this role clarity is a priority throughout the change process. Figure 20 reflects the extent to which clear roles and deliverables were set.
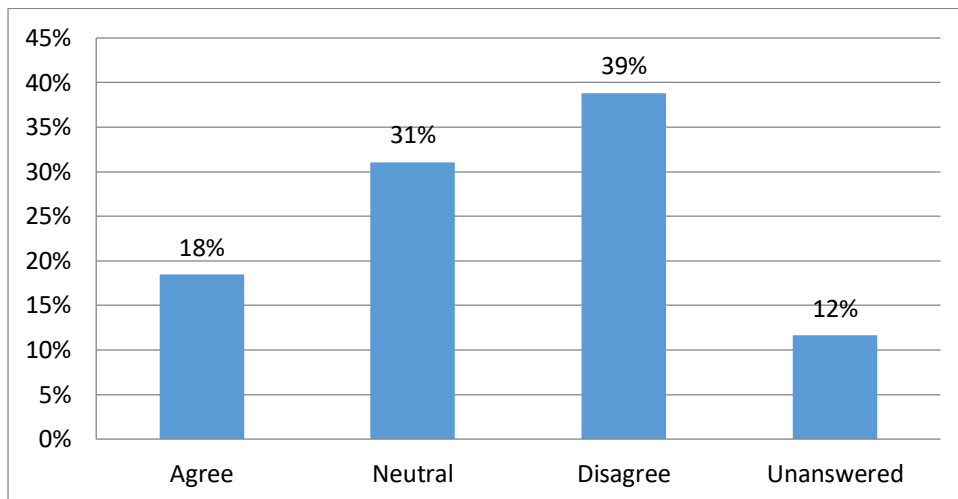
Figure 20: The extent of clear roles and deliverables

Less than half (39%) of the respondents disagreed that the parties concerned were clear about their roles during the change; 31% were neutral, 18% agreed, and 12% did not respond to the question. It can be difficult to perform adequately when the path ahead is not yet clearly understood. The outcome of this study implies that parties did not have a clear role during the change, and those implementing the change did not understand their role and what was expected of them. Change management continued until the vision was achieved.

4.2.19 Change management activities

To implement a change management project until the end, an organisation needs to be agile and make sure that the new initiatives they introduce stay relevant and competitive. Figure 21 shows the extent to which the change management achieved the vision, according to the respondents' perceptions.
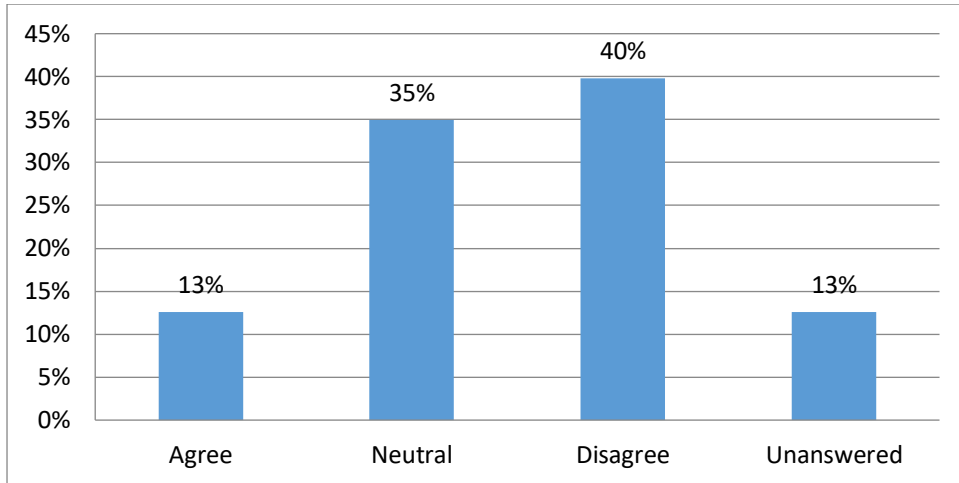
Figure 21: Change management activities

Less than half (40%) of the respondents disagreed that the change management activities had continued until the vision was achieved. Another 35% were neutral, 13% agreed, and the other 13% did not respond. The result of this study indicates that the organisation's change management was not consistently implemented until the vision was achieved.

4.2.20 Effectiveness of Change

Organisational change needs to be visible and tangible, particularly to those who are directly or indirectly affected. The respondents' views on this are reflected in Figure 22.
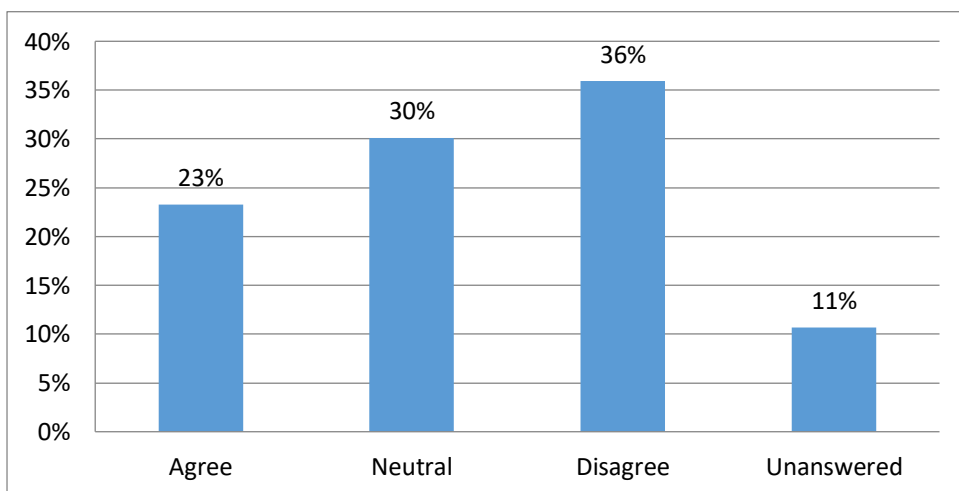
Figure 22: The effectiveness of change

Slightly more than a third (36%) of the respondents disagreed that the changes made a difference right after implementation; 30% were neutral, 23% agreed, and 11% did not respond to the question. The result of this study implies that the changes made did not make a difference right after they were implemented.

4.2.21 Change impact assessments

The change process needs to be assessed at prescribed intervals related to certain deliverables, to measure the progress toward changing the organisational culture and the progress towards the end stage. Figure 23 reflects the respondents' views.
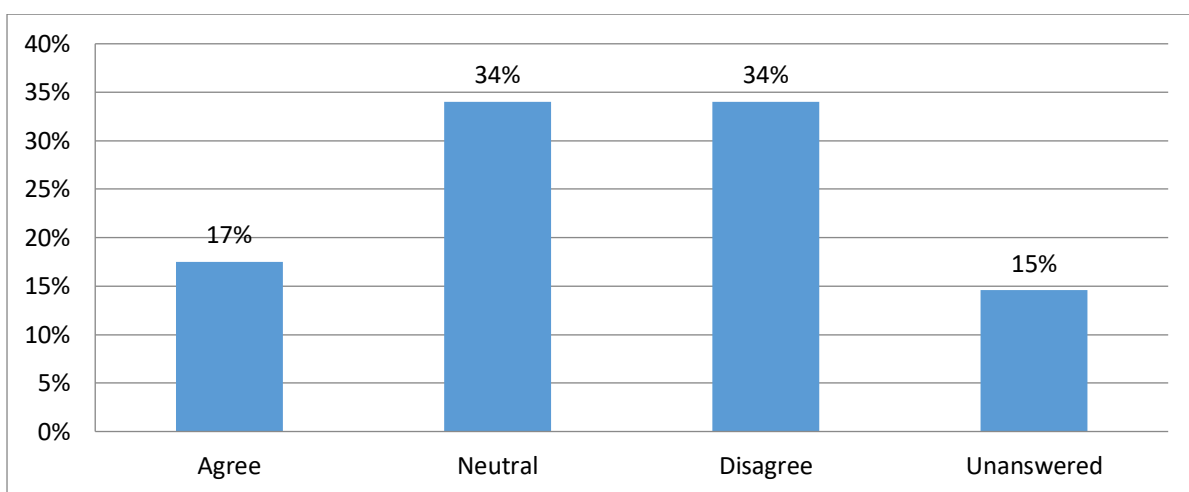
Figure 23: Change impact assessments

Just over a third (34%) of the respondents were neutral about whether the results of change were recognised long after they were implemented, while another 34% disagreed, 17% agreed, and 15% did not answer the question. This shows that there was no clear and precise communication of the programme milestones and end date. This is a challenge because it implies that the results of the change were only recognised long after the change had been implemented.

4.2.22 The utilisation of change competencies

Change management competencies are often entangled with project management and communication competencies. Moreover, change agents tend to be used as change management coordinators, while they perform other roles at the same time. Figure 24 reflects the views of the respondents on this aspect.
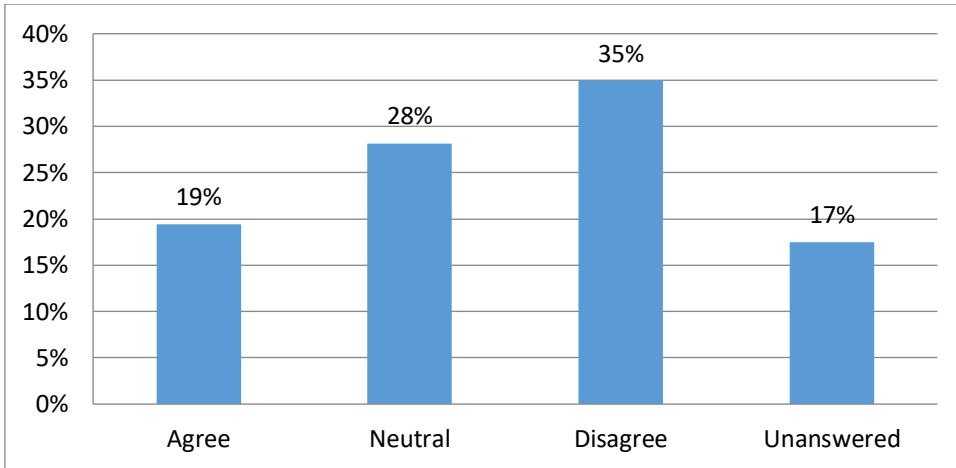
Figure 24: Utilisation of change competencies

Less than half (35%) of the respondents disagreed that change management competencies were positively utilised by the change agents throughout the whole change process; 28% were neutral, 19% and 17% left the question unanswered. This implies that change management competencies were not positively utilised. This could have arisen from the fact that change agents did not concentrate fully on the change management functions, and that some were not skilled to operate in this area.

4.2.23 Knowledge of contemporisation and change management

Organisations need to keep their employees informed of what is happening in and around them. Figure 25 indicates the views of the respondents about awareness.
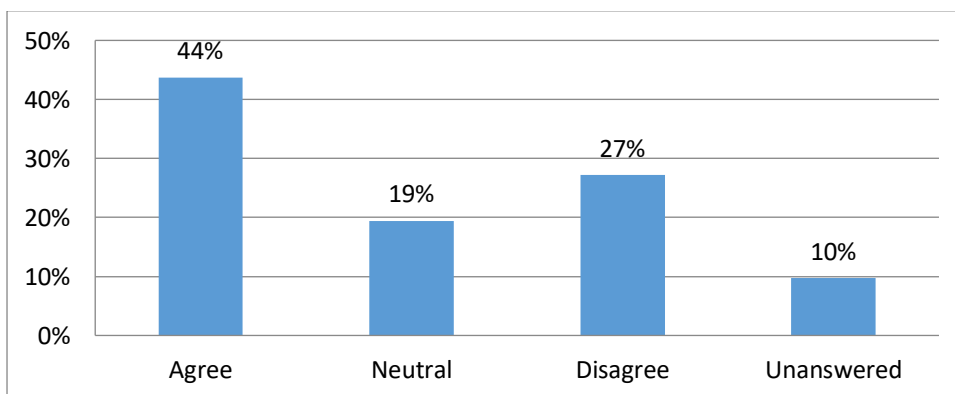
Figure 25: Knowledge of contemporisation and change management

Just less than half (44%) of the respondents agreed that they were aware of all contemporisation and change management projects in the Agency. However, 27% of

the respondents indicated that they were not aware of all the contemporisation and change management projects in the organisation, while 19% were neutral, and 10% left the question unanswered. The result indicates a lack of awareness of contemporisation and the change that goes with it.

4.2.24 Contemporisation and transformational change in government

Figure 26 shows the views of the respondents concerning the level of awareness and the implementation of contemporisation and change management in other departments.
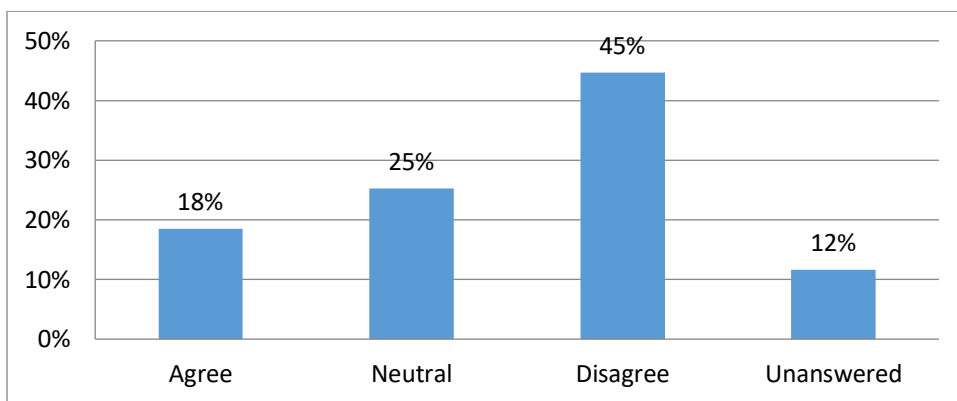
Figure 26: Contemporisation and transformational change

Almost half (45%) of the respondents were not aware of contemporisation and change management initiatives in other government departments; 25% were neutral, while 18% agreed, and 12% opted to leave the question unanswered. The result of this study implies there is a lack of awareness about the broader contemporisation and change taking place within government departments.

4.2.25 Necessity of change

Change is inevitable. Creating a positive impact on the engagement and performance of people through innovative means is recognised as a critical priority for most organisations in the business sector.
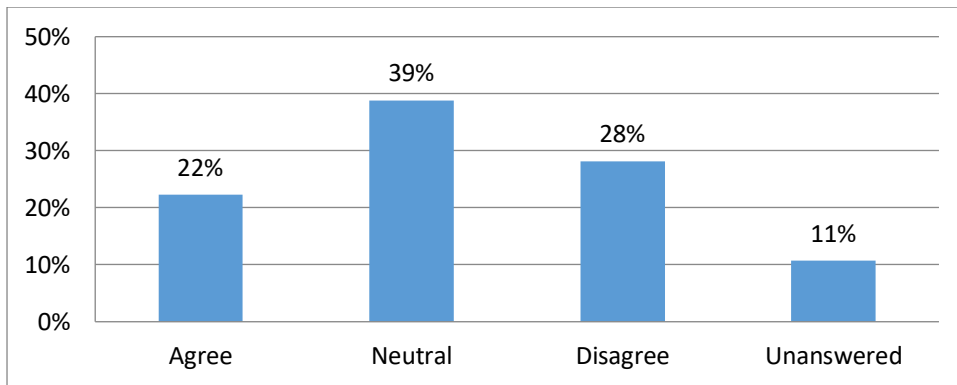
Figure 27: Necessity of change

Less than half (39%) of the respondents were neutral about whether the change at the Agency was good; 28% disagreed, while 22% agreed, and 11% did not respond to the question. Judging from the response, employees were not sure whether the change happening in the organisation was good. This is an area of concern.

4.2.26 Compelling vision and communicating change

Employees need to understand the need for change. The results are indicated in Figure 28.
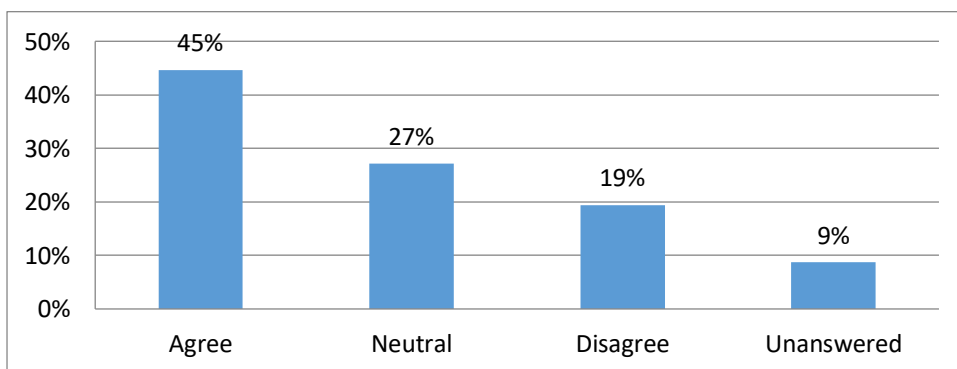
Figure 28: Compelling vision and communicating change

Almost half (45%) of the respondents agreed that management had explained the rationale for the change in the Agency; 27% were neutral, while 19% disagreed, and 9% did not respond to the question. Although almost 50% of the respondents agreed that the rationale for the change had been explained, there is still doubt about understanding the rationale.

4.2.27 Resistance to change in the Agency

According to Gately (2014), fear will often cause people to avoid the truth; at times, they will create versions of reality they prefer to accept. Figure 29 reveals respondents' views about resistance to change.
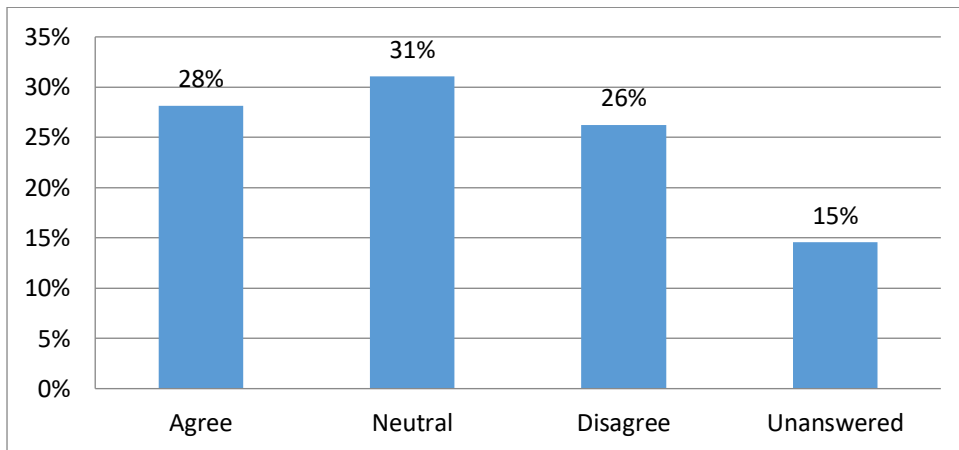
Figure 29: Resistance to change and Agency

Almost a third (31%) of respondents were neutral towards the statement that change in the Agency was met with huge resistance; another 28% agreed, 26% disagreed, and 15% did not respond. The results indicate that the change that took place in the Agency was met with resistance from the employees.

4.2.28 Identifying role models

Identifying role models can assist with improving performance standards. The respondents' views are reflected in Figure 30.
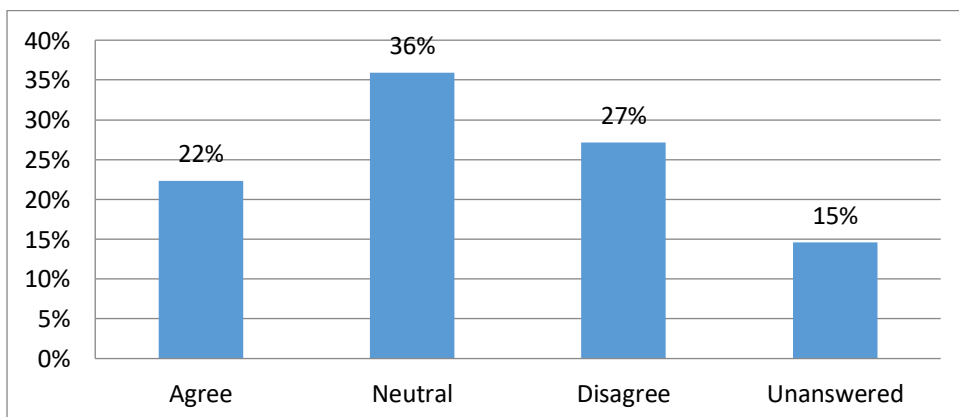
Figure 30: Identification of role models

More than a third (36%) of the respondents were neutral about whether the leadership at the Agency had set up role model business units to lead and encourage the change. Moreover, 27% disagreed, while 22% agreed, and 15% did not respond to the question. The results indicate that management did not identify business units, which would serve as a good example and used to encourage change in another business unit.

4.2.28 Change management framework

Organisations and businesses are compelled to institutionalise change management, creating permanent change management teams, strategy and frameworks, policies, and objectives. The views of the respondents about the existence of a change management framework are reflected in Figure 31.
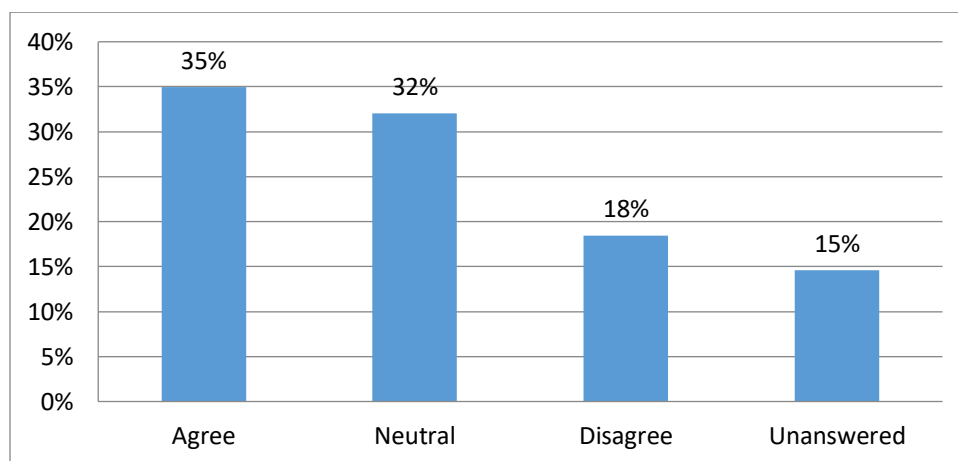
Figure 31: Change management framework

Just more than a third (35%) of the respondents agreed that the Agency had a change management framework which informed its change management activities, while 32% of the respondents were neutral, 18% disagreed and 15% did not respond to the question. This implies that the existence of a change management plan for the Agency's community is unclear.

4.2.29 Employee engagement

Employees' engagement and involvement are important for creating a sense of employee ownership of the projects. Figure 32 indicates the respondents' views on management's efforts to ensure an employee engagement framework.
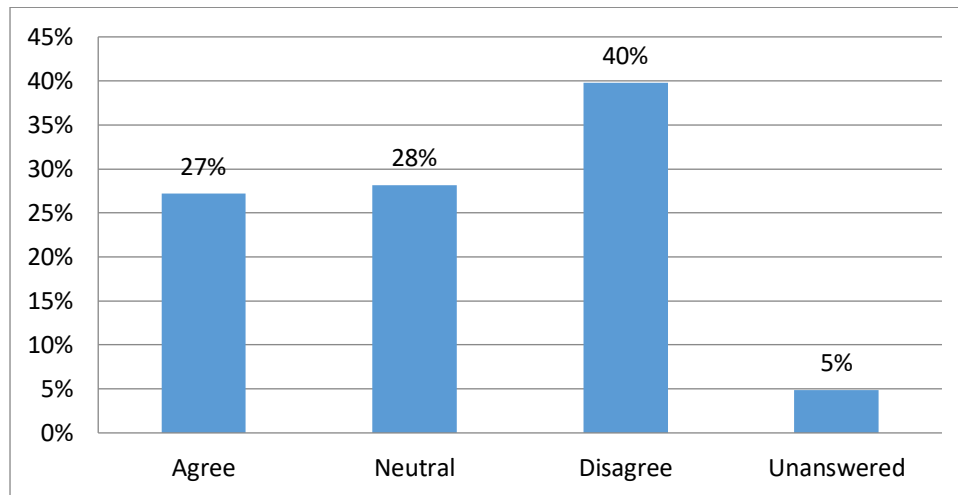
Figure 32: Employee engagement

Less than half (40%) of the respondents disagreed that management involved employees in the change management processes at the Agency, while 28% were neutral, 27% agreed, and 5% did not respond to the question. According to the survey feedback from the respondents, this implies that management did not engage employees in the change management processes taking place at the Agency.

4.3   Discussion of findings

4.3.1   Employee engagement and utilisation of change competencies

In chapter 2 the author discussed the six phases change model. In the second phase, it was mentioned how Heathefield (2020) indicated the importance of utilising employees who are leading change for the effective planning and implementation of change management activities. The involvement of employees remains the key aspect for shifting organisations "from one phase to another" in the process of change (Hussain, Lei, Akram, Haider, Hussain & Ali, 2018:126). However, Figure 32 indicates the respondents' views on management's efforts to ensure employee engagement showing inadequate involvement of employees, and that change management competencies were not utilised by the change agents throughout the whole change

process. This implies that change management competencies were not positively utilised. This could have arisen from the fact that change agents did not concentrate fully on the change management functions and that some were not skilled to operate in this area.

4.3.2 Setting clear roles and deliverables

Hanning (2010) alluded that change programmes must be approached with a well-designed and multidimensional approach. According to Figure 20, the outcome of the study has shown that (39%) of the respondents disagreed that the parties concerned were clear about their roles during the change; 31% were neutral, while 18% agreed and 12% did not respond to the question, which is an indication of the absence of a comprehensive change management project plan.

4.3.3 Consistency toward a sustainable change management initiative

Prosci (2020) presented the model as an immensely powerful methodology for understanding how and why people think the way that they do, and make the decisions they make, and also for shifting people's thinking and decisions, thereby the behaviours of groups, potentially on a very large scale (Prosci, 2020). Prosci (2020) also indicated how consistency is important in carefully executing change activities to assure employees of the benefit for them in the change. He also advised that selling change to people is not a sustainable strategy for success as people may feel manipulated and rejected (Prosci, 2020).

The results of the study in figure 22 indicated that less than half (40%) of the respondents disagreed that the change management activities were sustained until the vision was achieved. Another 35% were neutral, 13% agreed, and the other 13% did not respond. The result of this part of the study shows how the organisation's change management was not consistently implemented until the vision was achieved.

The implementation of changes within organisations "are likely to affect the wider organisational system, often through activating leverage points for holistic change" (Rieg, Gatersleben & Christie, 2021:14). Rieg *et al.* (2021) highlight the value of reflective and strategic influence, the significance of understanding and vigorously

influencing change procedure, and that change to sustainability is essentially diverse and involves wider stakeholder commitment and input. Sroufe (2017:35) identifies sustainability as an incorporation prospect for managing change to "spur innovation and inside-out change management".

4.3.4 Overcoming resistance to change

To lessen resistance, the future operators of a new system must be engaged in the initial stages of a project. It creates a feeling between the operators and affected individuals, developing a shared sense of the project being 'our project' (Boikhutso, 2013). Boikhutso (2013) also emphasised that effective communication enables the users to envision a realistic future state and its benefits, while the sharing of information reduces the level of risk to the project. Moreover, uncertainty is almost eliminated, and communication also encourages teamwork.

Figure 30 in the outcome of the study revealed that almost a third (31%) of respondents were neutral towards the statement that change in the Agency was met with huge resistance; another 28% agreed, 26% disagreed, and 15% did not respond. The results indicate that a proper change impact assessment was not done and/or that the results thereof were not publicised, and change was therefore not welcomed by the employees in the Agency.

The resistance to change may also have been caused by inadequate support, which leadership has shown during the change management process. This is backed up by the respondents' perceptions of senior management support reflected in Figure 18. Just more than a third (36%) of the respondents disagreed that senior management encouraged non-traditional ideas, activities and actions; 33% were neutral, 19% agreed, and 12% did not respond. This feedback implies that leadership and management did not encourage new ways of doing things and the contemporised processes in the organisation.

The results of organisational, structure and bureaucratic obstacles are reflected in Figure 17. Less than half (40%) of the respondents disagreed that organisational, structural and bureaucratic obstacles had been eliminated through change

management measures throughout the completion of the Agency's contemporisation project. Thirty-seven per cent (37%) were neutral, 14% agreed, and 10% did not respond to the question. This implies that there were bureaucratic obstacles hindering the need for support from the management and leadership in the Agency.

Resistance to change is an indispensable cause for the consideration of organisational change projects because employees that resist change have particular goals and objectives for management (Damawan & Azizah, 2019). Damawan and Azizah (2019:50) explain that "the low self-stability makes employees unable to consciously control themselves, resulting in behaviours that harm others and the organisation, one of which is resistance to change". Goksoy (2017) puts forward the assessment that change agents and managers need to change continuously to accomplish their organisational goals. Organisations need to understand the reasons employees resist change to reduce negative reactions (Goksoy, 2017). In overcoming resistance to change, Murrar and Brauer (2019:4) propose that it is necessary "to measure attitude resistance (in addition to intergroup attitudes)" using the provision of participants with a chance to convey elements of resistance.

4.4 Validity Analysis

Exploratory factor analysis was conducted per construct to assess the validity of the constructs. The results presented in Table 2 show that all were valid as items loaded highly to their respective constructs. This was after removing items that had factor loadings less than 0.4. A total of 3 items were removed from the Change management theory and process construct and 2 items from the Government Change Management framework constructs. The removed constructs are shown in Table 2. Table 3 shows the final construct composition and factor loadings.

Table 2: Items removed from Constructs during EFA

Construct	Item removes	Factor Loading
Change management theory and process	The change happening in THE AGENCY is bad	<0.1
	Management excluded employees from fully participating in the Contemporisation which is a vehicle for change in THE AGENCY.	.102
	The change that took place in THE AGENCY was met with huge resistance from employees	.168
Government Change Management framework	Change is necessary to improve performance in THE AGENCY.	.320
	Change is good and it adds value to THE AGENCY.	.296

Table 3:Final Construct Composition and Factor Loadings

Construct	Item	Factor Loading
The Change management team	The necessity of change was clearly explained to all stakeholders in the organisation	.607
	The time frame needed to effect changes was specified	.629
	A "team" was created with enough people to lead the change, both through their expertise, leadership, authority and reputation.	.741
	Does the team act as one unit working towards common goals?	.855
	The "team", leading the change, behaved in a way consistent with the communicated vision and strategy of THE AGENCY.	.664
Relationship to Organisational Strategy/ objectives	An understandable and desirable vision of change management existed.	.806
	The change management vision was communicated to all parties/stakeholders affected.	.762
	Awareness of the change management vision was created and discussed on several occasions and in different forums.	.749

	The change management vision is aligned with the organisation's strategy and vision.	.798
	Clear, achievable and change management strategy and road map were in place.	.703
	There were obstacles to achieving the change management vision.	.478
	Organisational, structural and bureaucratic obstacles were eliminated.	.540
Shared understanding and alignment	The senior management encouraged non-traditional ideas, activities and actions.	.572
	During the change implementation, the envisaged end state was emphasised.	.748
	Short-term " quick wins" were created and, the persons responsible to achieve those wins were recognised.	.702
	Quick wins were celebrated and shared in THE AGENCY.	.773
	All affected parties had a clear role, during the change and knew what was expected from them.	.854
	The change management activities continued until the vision was achieved.	.821
	The result of change makes a difference right after the change implementation.	.747
	The results of change were recognised long after the implementation of change was affected.	.654
	The change management competencies were positively utilised by the change agents throughout the whole change process.	.897
	The change was adapted to the culture, norms and values of the Agency.	.891
Change management theory and process	There was a Change Management theory/strategy chosen and utilised.	.569
	The change management theoretical framework was followed during the implementation of the Agency Contemporisation.	.720

	I am aware of all the contemporisation and change management projects in THE AGENCY.	.532
	I am aware of all the contemporisation and change management projects in other government departments.	.729
	Management has explained the rationale for the change in THE AGENCY.	.630
	Management demonstrated the urgency to implement change in THE AGENCY.	.747
	Management has identified business units in which change was readily available and these were used as role models for change in THE AGENCY.	.585
Government Change Management framework	I am aware of the government Change Management Framework.	.697
	THE AGENCY has a change management Framework which informs its change management activities.	.669
	As an employee, I am participating in the change happening in THE AGENCY.	.687
	Management involves employees in the change management processes in THE AGENCY.	.759
	In one way or another, I am involved in the change happening in THE AGENCY.	.555

4.5 Reliability Assessment

Reliability was assessed using Cronbach's Alpha. The results presented in Table 4 show that all constructs had reliable scales ranging from good levels of reliability to excellent reliability. Since constructs had Cronbach's Alpha values higher than the minimum requirement of at least 0.7, a composite scale was computed for each construct. This was computed by calculating the average of items within each construct.

Table 4: Reliability Analysis

Construct	Number of items	Cronbach's Alpha	Reliability level
The change management team	5	.824	Good
Relationship to organisational strategy / objectives	7	.866	Good
Shared understanding and alignment	10	.934	Excellent
Change management theory and process	7	.831	Good
Government Change Management Framework	5	.805	Good

4.6 Correlation and Descriptive Statistics

The results presented in Table 5 show that all the constructs of the change management team (r = 0.659), relationship to organisational strategy / objectives (r = 0.584), shared understanding and alignment (r = 0.674), and change management theory and process (r = 0.685) had positive and significant correlation with Government Change Management Framework.

Relationship to organisational strategy / objectives (mean = 2.17) was the highest rated construct as disagree was coded 1, neutral as 2 and agree as 3. Not answered was excluded from this analysis. This was followed by the Government Change Management Framework (mean = 2.12), then change management theory and process (mean = 1.99), and the change management team (mean =1.95). The lowest rated construct was shared understanding and alignment (mean = 1.80).

Table 5: Correlation and Descriptive Statistics

	Mean	SD	1.	2.	3.	4.	5.
1. The change management team	1.95	.62	1				
2. Relationship to organisational strategy / objectives	2.17	.56	.807**	1			
3. Shared understanding and alignment	1.80	.59	.774**	.736**	1		
4. Change management theory and process	1.99	.54	.717**	.724**	.783**	1	
5. Government Change Management Framework	2.12	.62	.659**	.584**	.674**	.685**	1

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

4.7 Hypothesis Testing

Multiple regression was conducted to assess the hypotheses. Government Change Management Framework was the dependent variable, while change management theory and process, the change management team, shared understanding and alignment, and relationship to organisational strategy / objectives were the independent variables. The results are presented below.

The results presented in the model summary (see Table 6) show that change management theory and process, the change management team, shared understanding and alignment, and relationship to organisational strategy / objectives explain 57.7% of the variation in the Government Change Management Framework. This is indicated by an r-square of 0.557.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.760ᵃ	.577	.558	.40732	.797
a. Predictors: (Constant), change management theory and process; the change management team; shared understanding and alignment; relationship to organisational strategy / objectives.					
b. Dependent Variable: Government Change Management framework					

Results in Table 5 show that the model had a p-value of 0.000 < 0.05. This indicates that the combined effect of Change management theory and process, The Change management team, Shared understanding and alignment, and Relationship to Organisational Strategy/objectives is significant in predicting the Government Change Management framework.

Table 7: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	19.686	4	4.922	29.664	.000[b]	
	Residual	14.434	87	.166			
	Total	34.120	91				
a. Dependent Variable: Government Change Management Framework							
b. Predictors: (Constant), change management theory and process; the change management team; shared understanding and alignment; relationship to organisational strategy / objectives.							

The regression coefficients presented in Table 8 indicate the individual effect of the constructs on the Government Change Management framework. The results showed that change management team (β = 0.326, t-value = 2.380, p-value = 0.020) and change management theory and process (β = 0.327, t-value = 2.691, p-value = 0.009) had significant and positive effect on Government Change Management Framework. On the other hand, relationship to organisational strategy / objectives (β = -0.087, t-value = -0.646, p-value = 0.520), and shared understanding and alignment (β = 0.254, t-value = 1.947, p-value = 0.055) were not significant in predicting Government Change Management Framework at 5% significance level.

Table 8: Regression Coefficients

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.523	.176		2.966	.004		
	The Change management team	.317	.133	.326	2.380	.020	.259	3.863

Relationship to Organisational Strategy/objectives	-.094	.145	-.087	-.646	.520	.268	3.736
Shared understanding and alignment	.258	.133	.254	1.947	.055	.285	3.509
Change management theory and process	.363	.135	.327	2.691	.009	.329	3.037
a. Dependent Variable: Government Change Management Framework							

4.8 Hypothesis 1 Results

H_{01} Having a clearly defined change management team does not influence business transformation in public sector organisations.

Ha_1 Having a clearly defined change management team has a positive influence on business transformation in public sector organisations.

The results presented in Table 7 indicates that the change management team (β = 0.326, t-value = 2.380, p-value = 0.020) had a positive and significant effect on Government Change Management Framework. The effect was significant as the standardised coefficient was greater than zero and the p-value was less than 0.05. This implies that the null hypothesis is rejected in favour of the alternative hypothesis. This means that having a clearly defined change management team has a positive effect on business transformation in public sector organisations. The key theme in change management is resistance to change "and should be seriously considered to help the organisation to achieve the advantages of the transformation" (Hennayake, 2017:1893). According to Errida and Lotfi (2021:3), "transformational change occurs

in response to the external environment and directly impacts the mission, strategy, leadership, and culture of an organisation".

4.9 Hypothesis 2 Results

H$_{02}$ Having change management related to organisational strategies / objectives does not influence business transformation in public sector organisations.
Ha$_2$ Having change management related to organisational strategies / objectives has a positive influence on business transformation in public sector organisations.

It can be noted from Table 7 that relationship to organisational strategy / objectives (β = -0.087, t-value = -0.646, p-value = 0.520) had a negative but insignificant effect on Government Change Management Framework. It is insignificant because the p-value was greater than 0.05. This implies that the null hypothesis is NOT rejected. This means that having change management related to organisational strategies/ objectives does not influence business transformation in public sector organisations. The clarity of particularity the strategy and the degree to which it rests on sound underlying theory are the two attributes of a progression of activity that seem critical for change in public sector organisations (Fernandez & Rainey, 2013). The planned organisational change concerns a redirection or redeployment of rare organisational resources towards the development of a strategy or plan for change implementation (Fernandez & Rainey, 2013). Positive changes necessitate a leader to advance an accepted and appropriate vision with a strategy and measurable objectives that result in the realisation of expected organisational benefits (Errida & Lotfi, 2021).

4.10 Hypothesis 3 Results

H$_{03}$ Having shared understanding and alignment does not influence business transformation in public sector organisations.
Ha$_3$ Having shared understanding and alignment has a positive influence on business transformation in public sector organisations.

It can be noted from Table 7 that shared understanding and alignment (β = 0.254, t-value = 1.947, p-value = 0.055) had a positive but insignificant effect on the

Government Change Management framework. It is insignificant because the p-value was greater than 0.05. This implies that the null hypothesis is NOT rejected. This means that having shared understanding and alignment does not influence business transformation in public sector organisations. A well-defined vision encourages workers to understand the necessity for change and the steps of its implementation (Kitsios & Kamariotou, 2017). Employees will realise the impact of changes on themselves when managers communicate their mission, goals, and vision of the change management process (Kitsios & Kamariotou, 2017).

4.11 Hypothesis 4 Results

H_{04} Following a well-defined change management theory and process does not influence business transformation in public sector organisations.
Ha_4 Following a well-defined change management theory and process has a positive influence on business transformation in public sector organisations.

The results presented in Table 7 indicate that change management theory and process ($\beta = 0.327$, t-value = 2.691, p-value = 0.009) had a positive and significant effect on the Government Change Management framework. The effect was significant as the standardised coefficient was greater than zero and the p-value was less than 0.05. This implies that the null hypothesis is rejected in favour of the alternative hypothesis. This means that following a well-defined change management theory and process has a positive effect on business transformation in public sector organisations. Deborah (2018) contends that utilising a change theory will assist leaders with a guide to follow when implementing change and the competence to standardise predictable effects. How effective change can be achieved in organisations differs broadly depending on the kinds of persons engaged and the type of change being followed (Deborah, 2018).

4.12 Alignment to the TIPS Managerial Leadership Framework

TIPS stands for the Technology, Innovation, People and System Thinking involved in the contemporisation of organisational processes. This management leadership framework makes sense when it is aligned or is integrated to the strategy of the organisation. In this regard, the research was linked to the Agency's strategic plan which outlined the plans for contemporisation. The learning in the contemporisation of the Agency showed a context where this concept can be implemented and aligned to TIPS Managerial Leadership Framework in public sector and further on.

The researcher learned that organisational redesign and contemporisation involve the integration of processes, technology and people to support the implementation of strategy and therefore goes beyond the traditional tinkering with lines and boxes. When the organisational redesign matches its strategic intentions, everyone will be primed to execute and deliver on them. The company's structure, processes, and people will all support the most important outcomes and channel the organisation's efforts into achieving them provided the process of contemporisation was adequately sold to those affected (Aronowitz, *et al*, 2015).

The Management of Technology as part of the contemporisation programme, assisted the organisation to create a constant improvement on the technology in order to survive in the long term. It requires investment in learning technologies that are both capable of addressing prevailing business needs and grow the business at the same time. Both competitive people and the integration through systems management would enable the organisation to deliver on its mandate more effectively and efficiently by enabling better and unceasing development, collaboration and convenience by stakeholders and employees.

The Management of Innovation was aimed at offering a continuous capability to contemporise the processes necessary for the organisation to remain modest and viable in the operational environment. This goes beyond mere adaptation to change but shaping that change while meeting and exceeding the needs and expectations of stakeholders and taking advantage of the lessons learnt from the previous paradigms.

The Systems Thinking encompasses the business imperative that must guide an integration strategy. The integration of technology, business process innovation and human capital management should produce a hybrid model of a value-added customer centric operational environment.

It is recommended that organisations invest in research and development that will be capable of addressing current business needs, and that can grow with the business. Both competitive people and other simulation tool technologies would enable the organisation to deliver on its mandate more effectively and efficiently, by enabling greater continuous improvement, interaction, and accessibility.

A leadership that can successfully integrate the design and systems thinking concepts is better prepared to develop organisations that are robust, and the impact of this integration makes them more able to cope with continuous change and above all are effortlessly adjustable to fluctuating socio-political and fast technological deviations.

4.13 Summary

The initial change approach, or plan, appeared to adequately fit the Agency. It visualised certainty to the task of transformation and hoped to complement an environment where practical tasks would supersede theoretical opinions, and where logic would override emotion. It disclosed that government employees might sometimes disagree with the norms but not the outcomes of innovation and understood that change is important and requires a top-down approach (Hanning, 2010).

The researcher in the literature review referred to the three phases by Lewin (2013) and Prosci (2020) of managing change implementation, where this model like Lewin (2013) emphasised the need for top management to establish a sense of urgency about the need for change and maintain the momentum of the process. This would have enabled management to gain cooperation from the role players.

The feedback of the survey shows that effective integration was not achieved between those who created the vision, the ones who were supposed to implement the change, and the people who were affected by the envisaged new ways of working.

Figure 15 reveals mixed reactions to whether the change management strategy and road map were effectively set up; the result is split evenly with 33% of respondents agreeing and 33% disagreeing. It could indicate a missing link between what seemed to be a change strategy and its implementation plan or road map.

The results indicated that the team of change agents did not feel appropriately informed or even part of the authoritative cluster, concerning the business objectives related to the contemporisation programme in organisational change, despite the compelling literature arguing the central role of change management in the Agency's business transformation initiative.

Phase 4 of the six-phase change model discussed in chapter 2 states that management needs to be committed and that subordinates should be encouraged to participate in the process of creation so that they can be more committed to the chosen course of action. Greenberg and Baron (2000:601) have also emphasised that employees who are involved in the decision-making process tend to be more committed to the outcome than those who are not involved. The results of the survey attest to the opposite.

Indeed, if employees are excluded from the change process, management will encounter numerous problems because employees will resist due to their lack of knowledge and motivation. Therefore, it is imperative to engage them as early as possible to gain their commitment.

Chapter 5

Conclusion and Recommendations

5.1 Introduction

Chapter 5 provides the conclusion and recommendation of the study. These are based on the empirical findings described in Chapter 4.

5.2 Limitations

According to Leedy and Ormrod (2015), research should be manageable and able to focus on a specific problem. It should consider the time available, the sample size and the abilities of the research. This study focused on exploring the effect of change management during the implementation of a contemporisation programme in the public service. Given the size of the study and the response rate of 8,33%, the study does not seek to generalise the findings but to understand the effect of implementing changes in a public institution.

5.3 The primary research question

The primary research question was:

What is the effectiveness of change management in achieving the Agency's corporate goals and objectives in the implementation of organisational public sector contemporisation programmes?

The conclusion is that change management was effective in achieving the Agency's corporate goals and objectives.

The objectives of this study were:

v. To assess the effectiveness of the change management framework and tools that the Agency implemented in the HCM contemporisation programme.

vi. To assess the extent of change management integration into the Agency's strategic business plan.

vii. To establish whether management created a sense of ownership and responsibility of the change management activities, or this left in the hands of

the change management consultants who were the change implementing agents.

viii. To determine if the public service has established a standard change management framework to advance a uniform approach to contemporisation and transformation initiatives in government departments.

5.4   Change management framework and alignment

The result of this empirical study indicates that the change management strategy, framework, and alignment to the vision are in place. However, implementation mapping, integration, communication, and support from the leadership of the Agency are inconsistent.

To facilitate the implementation, adoption and sustainability of the contemporisation, business improvement, process re-engineering and transformation programmes at the Agency, it is important to develop stakeholder engagement and commitment throughout the lifespan of all the projects involved. This would help to mitigate the risks, should stakeholders attempt to reject the changes along the way. The proposed stakeholder management objective is to initiate the stakeholder engagement process and to ensure that the contemporisation programme teams together with the Human Capital Change Management team do the following:

i. Proactively manage the stakeholder engagement process to mitigate the potential for multiple contact points and stakeholder confusion.

ii. Drive consistency in the way to engage individuals and groups affected by the implementation of change.

iii. Develop commitment and buy-in of key stakeholders.

iv. Identify key stakeholders and categorise them accordingly.

v. Map key stakeholders on the stakeholder assessment map and nominate relationship owners. The Stakeholder Engagement Report should be compiled regularly.

5.5 Leadership alignment and Change Management Ownership

Leadership alignment is the identification and bridging of any gaps that may exist between business leaders and the change leaders regarding the purpose, outcomes, and requirements for participation in the programme. It should seek to create an understanding, a sense of agreement and a shared vision amongst all levels of leadership within the organisation. Leadership alignment depends on how well messages to leadership are articulated to demonstrate commitment, support and being involved in the decision-making process. The responses have indicated that there is leadership alignment.

The role of the change management team is to assist the leadership to understand and engage with employees with fortitude, and to drive awareness of the envisaged change clearly and compellingly. Change management ownership by employees was not evident in the responses of the respondents.

5.6 Recommendation

Based on the findings, the following recommendations are made:

i. Change management practices and theories should be fully observed when implementing a change. Managers should manage the change properly and with due care as this process involves the sensitivities and emotions of the staff.

ii. It is important to implement change management strategies and methods fully, without singling out parts that suit personal preferences. The public sector needs to emphasize the institutionalisation and standardisation of change management across government departments.

iii. There is a need to develop operating procedures at the national policy level to guide the change process.

iv. The use of consultants by the Agency to address capacity for change management is recommended. However, over-reliance on consultants must be reduced. There is a need to develop a special change management team from internal resources that will be tasked with implementing change projects.

5.6.1 Recommendations for further research

It is the view of the author that the findings as discussed in this dissertation cannot be used to provide policy advice so that decision-makers may adjust the implementation on public service contemporisation projects. An inclusive government transformation research programme into the change management aspect is therefore recommended to make a general perception of a broad variety of issues to investigate. Future researchers may explore, for instance, how decision-making can be improved to advise on sustainable change management implementation in relation to public services systems transformation programmes. This kind of research topic would need to be analysed taking into consideration the research on willingness and contribution by affected individuals.

5.6.2 Return and Social Return on Investment

Iyer (2014) alluded that most organisations operate their businesses grounded on financial value-add and overlook the social and environmental impact their businesses create on society and human beings. However, the recent times have seen growing curiosity in consideration of the social impact of projects, programmes, organisations, businesses, and policies.

The journey of putting together this study made a valuable contribution in the researcher's knowledge towards viewing and assessing perceptions, information and improving fact-finding capabilities. The learning improved the researcher's leadership capabilities of managing the self, other and be able to be managed. This has prepared the researcher to gain more knowledge in a way that enables one to be able to assist and contribute to other students, researchers and workplace individual's work.

In a professional environment, the researcher is now able to do academic and professional business writing through the skills acquired. The program has equipped the author with the abilities of assessing professional documents written for business executive use. The researcher is now equipped to understand contemporisation and to contribute to the body of knowledge.

The implementation method to change management in the public institutions pose a challenge to experts and it would not be accurate to accept as true that the same approach used in the non-governmental organisations can be used for the public sector institutions. The GPAA case can use the study to fine tune its change approach for the future, particularly with the execution of other business improvement projects within the public sector. This was a limited research work and therefore, it may be used as a foundation to broaden the future research by examining other public sector organisations going through contemporisation and transformation in the public service.

In the academic society, this study will be published and used as a reference point for contemporisation. In terms of further research, this study can be expanded because contemporisation is a major factor in the public service locally and internationally. The study and the paper will therefor benefit the academic society at large through publication in a journal.

5.7   Conclusion

In conclusion, organisations' leadership need to examine the link between change, change management, and internal communication for successful implementation of change management programmes in public institutions. Employee involvement is also key to the psychological ownership of the change, without which no change can succeed in any organisation.

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Appendices

6.1 Appendix A: Data collection instrument

Research Questions

1. Race [▾]

2. Gender [Male ▾]

3. Age group [▾]

4. Year of service [▾]

5. The Change management team

Items	Disagree	Neutral	Agree
The necessity of change was clearly explained to all stakeholders in the organisation	○	○	○
The timeframe, needed to effect changes was clearly specified	○	○	○
A "team" was created with enough people to lead the change, both through their expertise, leadership, authority, and reputation?	○	○	○
The team function as one unit working towards common goals?	○	○	○
The "team", leading the change, behaved in a way consistent to the communicated vision and strategy of THE AGENCY.	○	○	○

6. Relationship to Organisational Strategy/objectives

Items	Disagree	Neutral	Agree
An understandable and desirable vision of change management existed.	○	○	○
The change management vision was communicated to all parties/stakeholder affected.	○	○	○
Awareness of the change management vision was created and discussed on several occasions and different forums.	○	○	○
The change management vision is aligned to the organisation's strategy and vision.	○	○	○
Clear, achievable and change management strategy and road map was in place.	○	○	○
There were obstacles for achieving the change management vision.	○	○	○
Organisational, structural, and bureaucratic obstacles were eliminated.	○	○	○

7. Shared understanding and alignment

Items	Disagree	Neutral	Agree
The senior management encouraged non-traditional ideas, activities and actions.	○	○	○
During the change implementation the envisaged end state was emphasised.	○	○	○
Short-term " quick wins" were created and, the persons responsible to achieve those wins were recognised.	○	○	○
Quick wins were celebrated and shared in THE AGENCY.			
All affected parties had their clear role, during the change and knew what was expected from them.	○	○	○

	Disagree	Neutral	Agree
The change management activities continued until the vision was achieved.	○	○	○
The result of change makes a difference right after the change implementation.	○	○	○
The results of change were recognised long after the implementation of change was affected.	○	○	○
The change management competencies were positively utilised by the change agents throughout the whole change process.	○	○	○
The change was adapted to the culture, norms and values of the Agency.	○	○	○

8. Change management theory and process

Items	Disagree	Neutral	Agree
There were a Change Management theory/strategy chosen and utilised.	○	○	○
The change management theoretical framework was followed during the implementation of the Agency' Contemporisation.	○	○	○
I am aware of all the contemporisation and change management projects in THE AGENCY.	○	○	○
I am aware of all the contemporisation and change management projects in other government departments.			
The change happening in THE AGENCY is bad			
Management has explained the rationale for change in THE AGENCY.			
Management demonstrated the urgency to implement change in THE AGENCY.			

Management excluded employees from fully participating the Contemporisation which is a vehicle for change in THE AGENCY.			
The change that took place in THE AGENCY was met with huge resistance from employees			
Management has identified business units in which change was readily available and these were used as role models for change in THE AGENCY.			

9. Government Change Management framework

Items	Disagree	Neutral	Agree
I am aware about the government Change Management Framework.	○	○	○
THE AGENCY has a change management Framework which informs its change management activities.	○	○	○
As an employee I am participating in the change happening in THE AGENCY.	○	○	○
Management involves employees in the change management processes in THE AGENCY.	○	○	○
In one way or another, I am involved in the change happening in THE AGENCY.	○	○	○
Change is necessary to improve performance in THE AGENCY.	○	○	○
Change is good and it adds value to THE AGENCY.	○	○	○

6.2 Appendix B: Ethical Clearance

09 December 2021

Dear Mr Makwela Stafies John

Supervisor: Dr SB Khumalo

Ethics application: Non-compliance (Student number: 8862)

Master of Science in Management of Technology and Innovation

This to confirm that no ethics approval can be granted post data collection, since it defeats the purpose. Hence a note has been made on your file in this regard, attaching the motivation provided by you. During the examination process the following note will be shared with examiners:

The student collected data without ethics approval. Based on the motivations received from the student and supervisor(s), as tabled and discussed at a Research and Ethics Committee meeting in 2021, the student was allowed to continue with the study. Considering the circumstances presented, the student and supervisor(s) were instructed to include a detailed explanation of how the study aligned to and dealt with all ethical principles and procedures impacting participants/respondents, the researcher(s), the institution, and research methodology employed in the study.

Kind Regards,

Prof HB Klopper
Executive Dean: Research and Institutional Partnerships
Tel: +27 11 608 1331
The Da Vinci Institute for Technology Management

6.3 Appendix C: Detailed Explanation of Ethical Principles

P.O Box 5007
Modimolle, 0510

Prof HB Klopper
Executive Dean: Research and Institutional Partnerships
The Da Vinci Institute for Technology Management
Email address:

Dear Prof. Klopper

DETAILED EXPLANATION OF HOW THE STUDY ALIGNED TO AND DEALT WITH ALL ETHICAL PRINCIPLES AND PROCEDURES.

Firstly, we want to thank the University for allowing the study to continue under this circumstance, the issue of the ethical clearance was an oversight and was obscured by the permission from the institution (Referred to as the Agency) where research was conducted. This was compounded by the fact that as a student I submitted the Research Project whilst there were outstanding course models. My supervisor did inquire about this and as I indicated to him that there was ethical clearance referring to the permission letter from the Agency. Another factor is that, a number of submissions were loaded on Moodle for assessment and feedback reviews and over a period of five years this fell through the cracks. Given the context which does not point any finder, here are the details of how the risks were of ethical clearance were mitigated. The following aspects of the research ethics were adhered to in the process of conducting the research:

Human Subjects protection

When conducting the research, the Researcher (Mr S Makwela) under the Supervisor (Dr S Khumalo) did the following: minimised harm and risks; respected human dignity and privacy of the respondents and autonomy of the respondents; took special precautions in dealing with the respondents.

Honesty

The author endeavoured that honesty was maintained in all scientific aspects i.e. honest in dealing and reporting on: data, results, methods and procedures. The Researcher together with the Supervisor avoided fabrication, falsification or misrepresentation of data to the institution and the University.

Objectivity

The Researcher strived to be objective in: data analysis, data interpretation, personnel decisions, observations and writing the research report. The Supervisor ensured that the Researcher avoided or minimized bias or self-deception.

Integrity

The researcher tried to ensure that promises and agreements were kept and that the integrity of the study was maintained.

Carefulness

The Researcher avoided careless errors and negligence; carefully and critically examined the work. Keep good records of research activities, such as data collection, research design, and correspondence with agencies or journals.

Openness

The Researcher passed through data, results, ideas, tools, resources to the Supervisor for assessment, guidance and feedback. He was open to criticism and new ideas.

Transparency

The Researcher disclosed: research methods, materials, assumptions, analyses, and other information needed to evaluate the research to the Supervisor and the Agency.

Accountability

The Researcher accepts responsibility for the research work and is prepared to give an account (i.e. an explanation or justification) of what has transpired on this research project and why; hence this letter which form part of my accountability.

Intellectual Property

The Researcher honoured patents, copyrights, and other forms of intellectual property. Proper acknowledgement or credit was given in line with the University's Requirements and reference techniques. Plagiarism was avoided at all costs by using controls of the Turnitin System.

Confidentiality

Confidential communications, such as personnel records, trade or agency's secrets, and important records were not disclosed in any form or shape; in fact they were not used.

Non-Discrimination

Discrimination against colleagues or participants on the basis of sex, race, ethnicity, or other factors not related to scientific competence and integrity was avoided.

Legality

The Researcher adhered to and obeyed relevant laws and institutional and governmental policies.
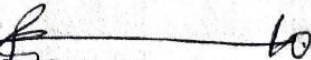
Conclusion

The author hereby pledge that the above information is true and will maintain and improve his own professional competence and expertise through lifelong education and learning in order to promote competence in science as a whole.

Kind Regards

SJ. Makwela
Student
Date: 10/01/2022

Supported

Dr SB Khumalo
Supervisor