

**THE EVALUATION OF ORGANISATIONAL CHANGE MANAGEMENT
PROCESSES AT THE LAND ADMINISTRATION AUTHORITY**

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A field study submitted to the UFS Business School in the Faculty of Economic
and Management Sciences in partial fulfillment of the requirements for the
degree

Magister in Business Administration

at the

UFS Business School
University of the Free State
Bloemfontein

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21 NOVEMBER 2022

Declaration

I declare that the field study hereby handed in for the qualification Master's in Business Administration at the UFS Business School at the University of the Free State is my own independent work and that I have not previously submitted the same work, either as a whole or in part, for a qualification at another university or faculty.

I, therefore, cede the copyright to the University of the Free State.

N. Thaele

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Acknowledgments

I express my sincere gratitude to almighty God for his amazing grace through my study. I would like to say thank you to my supervisor Dr. Shingirayi Chamisa for her remarkable support and guidance. The LAA employees for their invaluable participation and cooperation towards the success of this study. To my family and friends for their support and encouragement throughout. To the University of the Free State Business School for the opportunity to pursue my studies thank you.

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ABSTRACT

Organisational change management involves innovative strategies and a framework that are performed to regulate change. It helps to improve both organisational and individual effectiveness. Therefore, it is significant for organisations to manage any form of organisational change successfully. Managing a positive organisational change can increase employee morale and teamwork. It can help the organisation to increase productivity and quality of work. Any form of change, especially in the workplace, can be intimidating and frustrating for workers and subsequently lead to change resistance. This study focused on the development of the change management framework that will enable the Land Administration Authority (LAA) to implement change effectively and efficiently with minimum to no resistance at all.

The literature review discusses models and frameworks that could be used for successful change management. It also looked at factors of the successful transition. The study sought to evaluate the organisational change management processes at the LAA. A qualitative research method was employed. To collect data, semi-structured interviews were conducted to find factors that lead to the unsuccessful change management processes at the LAA. Data was organised, presented and analysed through thematic analysis. The findings from the study can help the management to improve the organisational change management at the LAA. Results showed that there is no proper communication and information transmission. Inefficient communication can obstruct the whole change process. The recommendation is that the LAA must have in place a communication plan that outlines how the information will be disseminated and which modes will be used. A private organisation should be considered and future research should focus on several organisations in order to compare results of different samples.

Keywords: Organisational change management, change résistance, LAA

Chapter 1

Introduction

1.1 Background

Nordin, Deros, Wahab and Rahman (2012) highlight that change especially in organisations is not a once-off occasion; instead, it is a steady continuing process. Change has several effects on processes and people. Consequently, it necessitates careful attention. The discipline of organisational change management is to ascertain that human behaviour is aligned with not only the business strategy and technology, but also the business process of the company.

Organisational change has been defined as the process that aids organisations to move from the status quo to the desired state to increase effectiveness (Elving, 2005). Rosenbaum, More and Steane (2018), in turn, point out that organisational change occurs in the circulation of power, skills and information. Change has an enormous impact on processes and people. Hence, it requires careful consideration. Contemporary organisations usually find it hard to create meaningful and sustainable changes. There is no easily reached covenant between basic change management processes and principles (Bigdeli, Baines, Bustinza and Shi, 2017).

Bigdeli et al. (2017), present that globalisation has transformed the world and turned it into a smaller playfield. It involves an ever-increasing stream of contentions and competitions among organisations. This is because of rapid technological progression, grand customer expectations and ever-changing markets. All these changes require organisations to re-evaluate continuously. They find it crucial to adopt and implement changes. Organisations use different business models as a response to changing trends. Organisational change is in demand and has become necessary for survival. Organisations worldwide are preparing themselves for the current state and future trends. To achieve sustainable success, the process of organisational change can be vital, complex and very challenging (Rosenbaum et al., 2018).

The nature of work has been changing drastically and noticeably. Automation is taking over and there is a paradigm shift from roles to skills with the intention to drive the competitive advantage of organisations. There is no guaranteed job security and talent is overruled. A skill set has become a necessity to rebuild organisations especially after the COVID-19 pandemic. Changes in technology will continually disrupt the working environment. Thus, there is a demand for leadership skills and enhanced human relations. Expectations are shifting and the co-creation of solutions is evolving (Bigdeli et al, 2017).

For Rosenbaum et al. (2018), there are numerous factors that could force companies to make organisational changes. The business world is continually evolving and as a result, organisations are striving to grow continuously. To grow and be relevant, change is inevitable yet attracts resistance. There are several reasons for employees' resistance to change, such as poor communication, fear of failure, lack of trust and unrealistic timelines. Nevertheless, effective and efficient adoption of change management approach, frameworks and strategies can reassure employees and regain their trust. The approaches operate proactively to build a solid support system that comes from the training, leaders, methods and employees' engagement (Bigdeli et al., 2017).

Igudia (2021) explains that it is essential that change agents understand that every change is unique and may require a specific and unique approach to change management. Thus, every situation will need specific interventions on unique occasions for the change to be successful. By considering a set of factors, Bigdeli et al. (2017), present that these factors may include not only the culture of the organisation and the attitudes and concerns of the stakeholders involved, but also the gauge and impact of the change inventiveness, as well as the type of resistance anticipated. Mukerjee (2021) declares that the change management approach needs to be reviewed throughout the change journey to ensure a successful transformation.

Lozano and Almeida (2015) add that it is both the responsibility and the ability of the organisation to deal with uncertainties, as implementing change means orchestrating something that has never been done before in the organisation. There is no customary

way of approaching it: there is no knowledge of the best ways to implement change. There is also no similar evidence that is readily available. This can be very disturbing, as organisational change managers need to be able to deal with the uncertainty while supporting others through it as well. Igudia (2021) adds that they should also bear in mind that not everything they embark on will be successful. Thus, it is imperative for them to be able to take risks. By showing the courage to try new things and being able to handle issues and complaints, they should be able to pick themselves up and move forward (Lozano & Almeida, 2015).

1.1.1 Automation transformation

Olawumi and Chan (2019) point out that automation transformation means the advancements in technology have a crucial part in most changes. In some cases, change inventiveness happens mainly due to technological improvements and upgrades such as executing enterprise software that will perform business functions such as financial accounts and customer relationship management, which depend on organisational capabilities to handle technological advances (Harrison, Vera & Ahmad, 2021).

Onososen and Musonda (2022) explain that the transition from the status quo to a smart, dynamically transformed state requires the adoption of a high notch of autonomy on automation systems, with subsequent changes in the role of humankind. Verma and Venkatesan (2021) state that automation is intended for transformation in operations and sustainable profits. The automation can be more effective and exceptionally comprehended through a coherent system-of-systems approach whereby distributed subsystems need to cohabit, effectively communicate and be mutually enhanced for the promoted potential of organisational digitalisation to be achieved.

The globalisation of business processes in recent times requires a flexible combination of people's work with systems or robots and autonomous. The intention is to minimise activities that do not add value. With the recent shift towards online trading and services, it is imperative for organisations to transform and stay competitive (Harrison et al., 2021). Olawumi and Chan (2019) present that, in the quest for progress and

adopting innovative systems, organisations must explore evidential benefits and support adaptive decision-making.

The adoption of technologies among organisations may change, depending on the location of the organisations, the level of information and communication technology infrastructure, the organisational culture, its level of education and its economic and political stability (Verma & Venkatesan, 2021). Organisations are determined to be agile and maintain the quickness and innovativeness of automation. They want to satisfy customers. Hence, the automation transformation is aimed at helping organisations achieve effectiveness and efficiency. It helps the organisation win the competitive advantage. While it has its advantages, the fact that organisational information is exposed to cyberattacks, Onososen and Musonda (2022) emphasise that as automation increases in the workplace, there is increased anxiety over whether it will replace humankind. In response to this rising fear, researchers have been working hard to discover how automation will affect macroeconomics (Baldwin, 2019).

The Land Administration Authority (LAA) is no different: it is an autonomous government body that operates under the local government and chieftainship. It was enacted in 2010, under the Land Act, 2010, for the betterment and to improve the services such as decreasing the turnaround time for lease holding. The LAA has the vision to be a maintainable and a resourceful organisation. Its mission is to deliver high-quality and efficient land administration services to stakeholders. The organisation believes in the well-being of its employees, motivating staff and skilled staff to carry out its mandate of economic growth. One of its goals is to have fully automated, unified systems to be financially sustainable by 2023 and provide efficient services and attain its customer-centric mandate (Tsohana, 2019).

To date, some people do not enter their action into the *Land Folio* and that hinders the next person in line to perform their designated tasks. Some fail to attach relevant documents or label them incorrectly, which results in data distortion. Other users do not feed the system adequate information for it to synchronise and provide group information. Consequently, there is a backlog. The authority is failing to meet the stipulated turnaround times and customers are complaining. There seem to be hold-ups instead of a smooth transition. Other organisational departments are not familiar

with *Land Folio* in that they only found out through the grapevine that there is a new system which is being used. There is improper communication, and employees are demotivated and do not seem to be conversant with the whole idea of the transition. This was revealed by the recent LAA workplace audit report survey and the feedback showed a high level of dissatisfaction (LAA audit report, 2022).

The business sphere has become so complex and highly dynamic that organisations are undergoing drastic changes. For organisations to overcome complexities and be acquainted with the rapid changes, organisations must keep up and be pertinent by striving for their betterment. Managing change to swiftly implement desired changes can be very dreary. Hence, most organisations struggle to suitably employ change management processes and consequently fail to attain the desired change (Errida & Lotfi, 2021).

To accomplish the set goals, the LAA has embarked on the implementation of new technology. To ensure that the authority still accomplishes its objectives when transforming its services, change management strategies need to be employed. However, the LAA is experiencing some difficulties when it comes to a smooth, successful transition. The chosen system is named *Land Folio*. It is an online system that allows employees to work from home and customers to interact with businesses in the comfort of their homes. It caters for both internal and external stakeholders. The new system replaced the *Sola* system which the LAA had used for the past seven years. *Land Folio* started operating towards the end of 2019. It is a cloud-based system of land management that assists with the management of applications by integrating and automating all essential features and workflows. Not every employee needed to use *Sola* to function as some still performed their designated task without the system. It was not relevant to the current state of technology since technology changes fast. *Land Folio* is a principal land management software suite that assists with the automation and integration of all key elements of land administration management (Sekhantso, 2019). This system includes, among other things, the online application of leases and other secondary services and customers can lodge applications and check the status of their applications remotely. Then internally, relevant departments such as customer service, survey and registration will follow actions up for completion. The implementation of this system is perfectly timed, as the business world is evolving and enforcing the 4th industrial revolution to fast-paced businesses.

It goes without saying that although services are intended to be enhanced, from an employee point of view certain fears have arisen that most human-based work will be replaced by automation (Sekhantso, 2019). This has brought a complexity of emotions within the workforce, ranging from fear of job losses, stress, reluctance in buying in on the new system and decreased performance targets. This therefore triggers a number of questions: is it that people are inferior and afraid of change? Do veterans not possess adequate skills that will assist them in orchestrating the desired change? Is humankind dreadful of being replaced by automated systems? The purpose of this research is to find challenges in the organisational change management processes and to suggest recommendations.

The study aims to develop a change management framework that will enable the LAA to implement automated systems effectively and efficiently with minimum to no resistance. Different theories have postulated that change is an unavoidable process and, therefore, people need to adopt change and become familiar with changes (Trivedi, 2021).

1.2 Problem statement

The change management processes that have been implemented at LAA have been posing a lot of challenges in the organisation. There have been increased complaints due to unsatisfactory service, specifically in that there are many pending lease applications and the turnaround times are not met. Lease production has declined due to increased pending lease applications. There are improper or absent workflow, an unclear blueprint of how the new, changed activities must be carried out, inadequate skills to operate the *Land Folio*, and concurrently there is low staff morale. There is a lack of preparedness that has a negative impact on fulfilling the organisational vision and mission. This will lead to customer losses and even higher unsatisfactory complaints which will degrade the high service standards of the organisation, should the situation persist (Igudia, 2021).

David (2021) points out that both the organisational attainments and their survival are contingent on their capabilities to adapt and transform. Changes are happening at an unprecedented pace. Todnem (2005) states that change management is a continuous process for transforming not only the organisation's direction and structure but also competencies to serve the constantly changing requirements of customers. Change is an ever-existing feature of the organisational lifecycle, in terms of the operational and strategic levels. Hence, it would be imperative for the LAA to embark on the study to cater for improvements and uncertainties. The rapid pace of technological innovation, as well as the shifting social and demographic trends, necessitates the LAA to equip its personnel with adequate and relevant knowledge.

Research aims

Primary

The aim of this study is to evaluate the organisational change management processes at LAA.

Secondary

The secondary aim is to develop the change management framework which will enable the LAA to implement its systems effectively and efficiently with minimum to no resistance at all.

1.2.1 Research questions

What are the challenges that LAA is facing in implementing its organisational change management processes?

How can the LAA effectively and efficiently implement organisational change management process with minimum to no resistance?

1.3. Research objectives

1.3.1 Primary research objective

To evaluate the organisational change management processes at LAA.

1.3.2 Secondary research objectives

- To develop the change management framework to implement systems effectively and efficiently with minimum to no resistance at all.
- To analyse the change management approaches employed by the LAA.
- To identify and address the resistance to change at the LAA.
- To provide recommendations for change management to the LAA for a successful transition.

1.4 Research method

1.4.1 Research design

A qualitative research method was employed (Creswell and Creswell, 2018). Qualitative research is valuable when the researcher wants to know the significant variables to examine. It may be used for new topics where the subject has never been discussed. It is exploratory, which means that the researcher needs to listen to participants to build a clear understanding. It involves theoretically oriented studies. It is often used in grounded theory, case studies as well as phenomenological studies.

Creswell and Creswell (2018) emphasise that the qualitative research method analyses information conveyed by means of not only the language, but also the activities in natural settings. It is used to collect communicative information that is not carried out in quantitative data. Furthermore, it involves theories, ethics, emotional state and inspirations that trigger behaviour. However, its analyses have been supported as a way of attaining the parts that other methods cannot reach. Hence, it is the appropriate method to be used in change management research. Qualitative research is inductive and simplifies theories from data. Its epistemological positioning is interpretivist, and its ontological direction is constructionist it follows from the interpretative paradigm (Bryman and Bell, 2014).

1.4.2 Sampling strategy

The study deployed purposive sampling, which is non-probability sampling whereby the researcher does not generalise and pick participants randomly. Its goal is to attain a sample strategically in such a manner that the participants are pertinent to the

research questions and there is variability (Bryman, Bell, Hirschsohn, Dos Santos and Du Toit, 2018). The entire sample was based on LAA employees. It permitted the comparison of LAA employees' distinguished experiences to the adopted and practised change management models and framework. The LAA to date has 102 employees. This activity was carried out on employees from different levels and departments. A total number of 15 employees was purposively selected from the population of the study. That included both management and technical staff, the male and female employees. Participants were chosen because they use the *Land Folio* system on daily basis. They test the system and give feedback to the developers for systems improvements. They are also included in the change decision making. In as much as there are other changes within the LAA, *Land Folio* transition is the core activity that runs the core business of the organisation. It is mostly impacted by change. If it is not managed well, the whole organisation may collapse. All other employees were not considered because they don't use the *Land Folio* on daily bases and are not involved in the change decision making.

Purposive sampling was used to select the appropriate participants from the relevant department. It also saved time and resources of the study, four people were selected from customer services, survey legal department, to participate in the study who were interviewed; The customer service manager, three customer services representatives, Land Survey manager, land Surveyor and Survey technicians, Deeds Registrar, information system manager, GIS Technician, Legal Coordination, Registration Service Manager, Assistant Land Registrar, Deeds Data Clerk, Portal Manager. The total sample size was therefore 15 participants. Consent was requested from the Director of Corporate Services before interviewing members of the staff; the aim of the interview was explained to every participant and the consent letter was attached to allay their fears.

1.4.3 The data collection method

Data was collected through interviews which followed the semi-structured style. Semi-structured interviews were conducted via Zoom or Skype, to observe the Covid-19 protocol of maintaining a safe physical distance. Individual interviews were approximately 20 minutes and were comprised 10 questions informed by the literature.

While collecting data, before starting the interview session, participants were informed of the purpose as well as the content of the research. The constructed questions consisted of several questions about training, organisational change management *Land Folio* and challenges they experienced.

1.4.4 Ethical considerations

As referred to above, the interviews were held via Zoom or Skype to also provide participants with sufficient time as well as to grant them privacy to make decisions concerning participating in the study. This also guaranteed that no coercive tactics were adopted during the process. An ethical consent form to participate in the study was signed by LAA employees before they participated. Permission was requested from the director of corporate services at the LAA to conduct the study. The interview questions addressed the research question and objectives of this study. The answers and follow-ups which needed clarifications were reviewed. Any information provided by the interviewee that fell outside the ambit of the outlined questions were exploited and used as additional information to drive the study.

The interview questions were open-ended to accommodate a large spectrum to explore issues of undeviating significance. The names of the participants would not be revealed to guarantee not only their anonymity but confidentiality as well. Participants were allowed to pull out at any point of the interview if they felt uncomfortable. Participation was voluntary.

1.4.4.1 Informed consent

The process of obtaining consent means that it should be a voluntary activity and participants should be provided with adequate information to ensure clarity and allow them to decide if they want to participate or decline (Arifin, 2018).

1.4.4.2 Confidentiality and anonymity

Following Arifin (2018), the anonymity and confidentiality of the participants were conserved by not revealing their names and distinctiveness in not only the data

collection process, but analysis of the study findings as well. Discretion and confidentiality of the interview platform were managed cautiously.

1.4.4.3 No harm to participants

Providing all the necessary information regarding not only the nature but also the objective of the research enabled the participants to decide whether their participation would attract any form of threat that was stipulated under the ethical concerns. The researcher made it a point that the act of participating and the results of the research would not cause any harm to the participants (Creswell & Creswell, 2018).

1.4.4.4 Voluntary participation

Bryman et al. (2018), believe that participants must decide voluntarily to participate without any duress, being physical or psychological compulsion for them to take part. Additionally, participants must be provided with adequate information. Hence, the researcher ensured that there was no deliberate misrepresentation or false information to the respondents and participants. Creswell and Creswell (2018) add that there should not be any omission of essential information to deceive them. The intention of the research was explicitly elucidated. This was to allow participants to make informed decisions. Thus, the provision of informed consent was duly obtained.

1.4.4.5 Obtaining permission

“The participants have the right to be knowledgeable about the nature and consequences of participating in the study. Among ways to guarantee the ethical requirement, is the researcher” (Bairagi and Munot, 2019:141). The purpose of the study must be outlined and disseminate the discoveries of the study to inform participants about the results as a tactic of designating the value of their involvement (Bairagi and Munot, 2019). Permission to carry out the study was obtained from the University of Free State research committee. Further permission to carry out the study was obtained from the LAA’s Director of Corporate Services.

1.5 Demarcation of the study

The field of study was organisational behaviour and the purpose was to evaluate organisational change to improve the adoption of the change management process

while minimising resistance at the LAA. Employees from management level to subordinate level were interviewed.

1.6 Chapter layout

Chapter 2: Literature review

Chapter 3: Research methodology

Chapter 4: Data analysis and interpretation

Chapter 5: Conclusion and recommendations

1.7 Conclusion

The objective of change management is to assure that consistent methods and processes are applied for the efficiency of executing changes. The Change management aids every organisation to guarantee that practices are used for the efficiency of handling change. The next chapter reviews the theory concerning change management. Chapter 2 further provides a background on the importance of using the change management model for a successful change management process.

Chapter 2

Literature review

2.1 Introduction

This chapter explores the literature review section, and the theoretical and conceptual models and processes to follow will be discussed. The intention is to provide the foundations for the exploration of organisational change management definitions and how communication, organisational culture and leadership influence the entire process. It further explores change management models such as Kotter's eight steps, McKinsey's 7S-model and the Burke-Litwin Model of Organisational Change Management, and how to effectively lead change. It will also aim to examine the objectives when creating the layout or structure and the establishment of the approach for dealing with complicated social problems of employees. Furthermore, it focuses on the resistance to change to the new system being *Land Folio*.

2.2 Change management

Carmell (2007) defines change management as, in the researcher's own words, the systematic approach that is employed to prepare the organisation for the proper implementation of future and advanced changes. It focuses on the operation side of the business. It involves innovative strategies and a framework that are orchestrated to regulate change. Moreover, change management involves individual change management models that focus on the human capital aspect of change. It enables employees to participate in change readily while simultaneously pacifying their shock and resistance to the process of change. People relate better to convenience and familiar situations (Sung & Kim, 2021).

Blokdijk (2008) refers to change management as the art of a comprehensive process that necessitates professional expertise to carry it out. It is not a soft skill, because it demands subjective outcomes of change, in customer satisfaction as well as and in delivery of the action. Hayes (2018) states that an appropriate incorporation of change management strategies and processes assures higher chances of a successful changeover. Blokdijk (2008) maintains that this is the result of placing more focus on

human capital. This paramount interference of smoothly carrying out change has been attempted by change management strategies such as Lewin's three-step model for change and Kotter's eight-step model for change management. It is because of several businesses that contribute to designing frameworks and strategies that will blend change initiatives together with the steps that promote the likelihood of successful change will be explored (Blokdiik, 2008).

Additionally, Hayes (2018) emphasises that change management is also viewed as a control mechanism in an area of exercise. It takes the job of handling change. It is a process of creating changes in not only an organised but also a systematic manner. Change management aims at efficiently applying the new techniques as well as processes in the company, as it also plays out as the common change management aspect of information technology systems' development projects.

Senior and Swailes (2016) point out that technological changes have long-term effects on organisations and society. The decision to invest in technology is seen as one of the key drivers of a more productive organisation. Changes may include replacing labour while new and different jobs emerge and require different skills. Hence, organisations must invest in research and development as well as training to remain competitive. Technology is transforming how organisations operate and it is rapidly changing. Thus, people skills are becoming more essential in that leaders need to be not only agile and authentic, but sustainable and talented as well.

For Hayes (2018), change involves interconnected activities like decision-making and acting. The only aspects that differentiate one activity from another are its level of presentation and to which extent the change is predetermined. It is often not an easy task to achieve the reason being that leaders of change may fail to notice some of the dynamics that affect outcomes. Change is pertinent to the advancement and necessitates a systematic procedure of management. Organisational change management has become prominent on the strategic agendas of today's business leaders. Therefore, organisational change management may be referred to as a systematic procedure whereby an organisation does not only conceptualise and implement but also evaluate the change determination for the desired outcome. Change comes in various forms (Hayes, 2018).

Stibe (2020) states that there are different types of change. It has been discovered that information technology shows how the behavioural change and design. The managerial interventions usually too weak to sustain their effects. Hence, will resort to transactional instead of transformational change. Transactional change involves activities that are different from the previous changes, whereas transitional change includes activities that are carried out currently. Nevertheless, transformational change manifests as a range that has a specific way of producing irreversible shifts.

2.3 Factors impacting the change process

Change involves quite a few factors that can either have a direct or an indirect impact on the organisational goals and objectives. These factors include, among other things, technology as well as operational changes and adopted processes. There are also internal factors and external strategic factors that influence change. There is a clear relationship that intertwines organisational change with the attainment of the strategic objectives (Jalagat, 2016). Managers and change leaders are supposed to pay close attention to improve management of change inspirations at the workplace. Management is often concerned with ensuring processes of change via revisions of strategies and alignment of the strategy. Employees, on the other hand, play an integral part since they are hands-on and carry out change activities. How employees respond to change determines the failure or success of the entire change process. The appropriate planning must attribute to the human fragment of change (Jalagat, 2016).

Sung and Kim (2021) point out that digital disturbance is one of the fundamental external triggers for change. The fast and vigorous changing technology is conspicuously impactful on businesses in that it is seemingly creating opportunities for some businesses and is concurrently showing some dissuasion on the models employed by other businesses. Jalagat (2016) emphasises that change simply means to transform, or in some cases, modification for something to become different and purposeful. It is often a deliberating act by the management. It can be prejudiced by internal, if not external factors.

Igudia (2021) explains that after all the hard work and thoughtful attention to change, there comes a looming resistance whereby the organisation needs to orchestrate mechanisms intended to minimise the resistance level, while smoothly transposing. Leaders and managers or drivers of change have an enormous role in inaugurating change. Thus, they are held liable to manage the transition effectively. Trust is vested in the change drivers to ascertain that the plan for change moves in line with the organisational goals and objectives. Low productivity, staff turnover, absenteeism and competition in some cases are typical results. Changes in technology, policies or business pressures do influence change (Jalagat, 2016).

“Change” also means the implementation of new methods or technological innovations within the organisation. It also could be reactionary or retaliation. It can, therefore, be managed either reactively or can be a proactive decision. It also involves making alterations to the status quo. Change requires modifications and should emanate from the strategic plan to manage conflicts that could surface and manage resistance to change and keep up the company’s productivity (Igudia, 2021).

Technological change is congruent with employees’ productivity. In essence, technology has turned out to be an integral part of running a business successfully in today’s world. Hence, it is imperative to monitor its implementation because appropriate technology plays a key role in the success of the organisation. This is reflected in the organisation’s efficiency and performance and the staff members’ productivity, morale, collaborative engagement as well as communication (Igudia, 2021). For smooth implementation of change, the organisation must carefully manage change by using frameworks and processes that will successfully aid the company through transformation.

2.4 Organisational culture as an aspect of organisational change

Busby (2017:14) points out that organisational culture involves the amalgamation of the values, beliefs, expectations and motivations that shape behaviour as well as decision-making within organisations. Furthermore, Igudia (2021) points out that culture has been observed as a combination of values, beliefs, communications and description of behaviour that guides people. Organisational culture embraces the

unwritten customs, behaviour, pattern of work and beliefs that regulate the rules of not only decision-making and structure but power as well (Busby, 2017).

According to Igudia (2021), culture plays an enormous role in defining how leaders, supervisors and employees think and act while at work. It influences the behaviour in organisations, both small and large with each one of them having its own distinctive organisational culture. Cultures can differ between diverse divisions, teams and geographical areas of the same organisation. Igudia (2021) emphasises that cultures are entrenched and have often been advanced and embedded over time. Because of this, they are tough to ascertain, define and therefore change. It is by making use of any pessimism of values as a chance, to study the actual cultures that are not only developed but strengthened by average behaviour and actions within the organisation.

It is imperative for organisations to be culture-literate if they are to understand how their organisation functions to influence change. The management team needs to be very culture-articulate to be able to thoroughly explain change and why it is necessary to embark on it to be able to navigate periods of change. Changing cultures is paramount; attempting to make cultural alterations or changes can be challenging to attain the benefits of the change. The greater the change, the more the management challenges will be change creates tension because it redefines the status quo (Busby, 2017:13).

Culture plays a vital role in determining how people generally behave in the workplace and how they receive information and influence others. It affects decision-making as well as the allocation of resources. All these are crucial elements of a successful change. The change management approach should work towards fixing the current organisational culture and making people comfortable and more engaged. This is an enormous task, but a discrepancy of culture and the change approach can promptly isolate people and decrease the support for change (Busby, 2017:14).

2.5 The impact of leadership on organisational change

Normally, a leader is someone whose behaviour directs the behaviour of other people and who is known as a role model. Employees look up to the leader for achieving goals. Leadership is the action of influencing employees towards the attainment of an organisational goal (Adekanmbi and Ukpere, 2020). Leaders with powers vested upon them can motivate their employees toward achieving goals by giving employees moral support and incentives to encourage more effort and dedication. Burnes (1978) developed the preliminary ideas of both the transformational and transactional leadership in the political context. Nonetheless, Bass (1985) advanced those concepts and linked them with the organisational environment. Whereby transformational leaders are more involved and aspire the need for change, they build a new vision then subsequently institutionalise that change. Bankins et al. (2016), highlight that change leaders play a significant role in the implementation of a successful change. They are vested with powers to translate organisational strategies. Thus, initiating actions supporting the implementation of change. They are the advocates for championing innovations related to change. Buick et al. (2017), maintain that change leaders possess traits that are needed to aid effective and successful strategies and change implementation. The positive allure is the changed belief and attitude of employees towards change and, consequently, reduced change resistance. A conducive working environment with good work relations attracts trust and minimises the intensity of resistance.

Studies on leadership identified that charismatic and visionary leaderships follow a similar concept. It takes a successful and effective leader to change the values, beliefs and attitudes of followers by instilling the willingness to perform to their utmost. Hence, the success of organisational change and performance depends on the leaders.

Bankins et al. (2016) state that the role of leadership in organisational change is believed to be enormous and most organisations agree that effective leadership is one of the crucial contributors to general organisational change and performance. It is a given fact that any change process typically undergoes some level of resistance. An effective leader can manage the resistance while implementing successful changes. A leader needs to use several different types of leadership styles for different levels of

change. All these leadership styles have strong relationships with the development of change (Asghar, 2010).

2.6 The role of communication during organisational change

According to Elving (2005:131) “Communication is very dynamic and important to the effective practice of organisational change. A poorly managed change communication results in resistance to change, communication process and organisational change employment are indistinguishably connected processes.” Change effort is dependent on the ability of the organisation to change each person’s behaviour. Communicating and disseminating information to employees is significant and so are the platforms of communication. It should be an integrative fragment of the change exertions and strategies. It is important for employees to understand why a specific change is necessary.

Busby (2017) presents that organisational communication plays an integral part in informing the employees about the role they need to play and the policies of the organisation. Organisational communication means creating a communal spirit. The information and communication will allay employees’ fears and worries about uncertainty during the change process and job losses and see their importance. Adequate knowledge is a prerequisite for influencing the outcomes of organisational change. It also motivates change and helps to decrease uncertainty, thus creating the readiness for change.

According to Elving (2005:130), it is crucial to communicate early messages about change to every involved party. There is always reluctance among leaders to communicate the potential of change earlier; they normally want to wait until they are certain about certainties. They fear the risk of disturbing staff and reducing motivation by distracting attention and efforts from the way of doing business every day. On the other hand, communicating change while the change idea is still uncertain can trigger many questions about change. Nonetheless, there are risks that are influenced by not communicating the proposed change earlier. Lack of trust and the feeling of imposed change on people increases if change is communicated at a later stage of decision-making (Busby, 2017:7).

2.7 Change management models

The change management models that are going to be implemented for carrying out the change management process are as follows:

2.7.1 Lewin's three-step model

Bakari, Hunjrab and Niazi (2017) point out that Kurt Lewin has been viewed as the predecessor of planned change. Lewin's three-step model, nonetheless, delivered the basis for different models of change, but has been criticised for its linearity and incongruity, for unceasing change and incapability to incorporate leader and follower relationship forces at work. However, Bakari et al. (2017), emphasise that this study has answered numerous criticisms by introducing a new three-step model as an adaptation of the original three-step model, although it can be integrated with the theory of planned behaviour.

According to Stouten, Rousseau and Cremer (2018), Lewin's three-phase process in the deployment of useful theories is imperative. Lewin (1947) proposed the adoption of three stages in the change management process, namely 1) universal unfreezing, 2) transfigure to a new stage, which is moving, and 3) re-freezing. Unfreezing involves the beginning of change as well as the development of the change plan. This is carried out to transfigure to the new system and the adoption of new procedures. This movement requires putting change in place by transforming existing systems.

Unfreezing is the shaking up of people's customary modes of thinking and behaviour to intensify their awareness of the need for change. According to Senior and Swailes (2016), this indicates shifting the status quo by either strengthening the forces that could push for change or weakening the forces that are upholding the situation (Senior and Swailes, 2016). In addition, there is widespread recognition that organisations must carry out an assessment of where they are at present, where they want to be in the future and how to bring about the transition from one state to the other.

The second phase of Lewin's change process, moving, is fundamentally the process of making the authentic changes that have the willpower to move the organisation to

the new state. It is concerning new types of behaviour by individuals, which includes the formation of new strategies and structures, with connected systems to aid with securing the new ways of doing things.

Third, refreezing includes the alignment of change with the organisational structure, strategy and procedures. The desired change will be entrenched in the organisation and not remain a separate element (Jalagat, 2016). Lewin's third and final phase in the change process comprises stabilising the changes. This necessitates fortifying the changes against backsliding and often involves the employment of new staff who are unblemished by the old habits. Moreover, the top management continuing support and involvement is the essential part of this step. The use of unceasing data collection and feedback is vital for tracking how the change is progressing and to monitor for further change that may occur in the environment (Senior and Swailes, 2016).

2.7.2 Kotter's eight-step model

Pollack and Rachel (2014) state that the implementation of Kotter's eight-step model for the change process and approach for creating change has been identified and known to be not only the proper model for organisational transformation, but for the conservative way of leading change. It is the most guaranteed recipe for change management success. Kotter's eight-step model starts the change process by prioritising the urgency of informing employees about the importance of the change process (Jalagat 2016).

Pollack and Rachel (2014) argue that John Kotter's eight-step framework shows that effectively implement enduring change, the organisation has to focus on eight of Kotter's model group of underlying forces.

1. Establishing a sense of urgency: The leader should emphasise not only the need but instil that it is imperative for such a change to occur; people should be engaged and clearly explained the need for that change.

2. Creating the guiding alliance: People easily follow people they trust; they should feel that such a change will benefit them and it is for their own good. People with

adequate skills should form a strong alliance and it is this diversity that will safeguard the coalition and aid people to relate better and influence more people to follow.

3. Developing a vision and strategy: The environment should be full of life, motivating and alluring people towards the vision – which is a blueprint for the desired imminent change. People seek clarity from their followers to develop passion in the right direction. It should be well communicated (Senior and Swailes, 2016).

4. Recruiting volunteers: The organisation can achieve its desired goals only if people work collectively to achieve goals, so a leader must conscript as many as possible volunteers. The leader should help most of the people understand clearly for them to contribute; a leader should help people to move along with the change and aid others to support the change.

5. Empowering broad-based change: Most of the obstacles that may hinder employees from performing their work should be eliminated, because if they cannot get things done, they may lose the connection and stop advocating for change. Leaders should empower employees.

6. Generating short-term wins: Leaders should celebrate milestones and praise people for trying, because people are encouraged to do more when they are praised and recognised.

7. Sustaining acceleration: The initiatives deepen and more challenging changes are carried out and leaders continue to celebrate and encourage people.

8. Instituting change: The last stage of Kotter's model involves guaranteeing that the changes to behaviour and methods that have been employed and attained are sustained.

2.7.3 The Burke Litwin change model

This organisational change model states that there are 12 crucial aspects that distinguished organisations should think through when assessing change. Such organisations should also pay attention to different levels of the model (Hayes, 2018).

Errida and Lotfi (2021) explain that transformational change is a responsive mechanism or vital move that occurs in the external environment, while transactional change responds to short-term improvements. Hayes (2018) points out that these two factors distinguish this model from its counterparts, because it is composed of correlating elements; it is regarded as an open system and its inputs are represented from the external environment, whereas its outputs are based on not only individual, but also organisational performance fundamentals. Feedback flows in different directions, whereby the overall performance of the organisation affects the external environment and vice versa (Robinson, 2019).

Robinson (2019) emphasises that this model demonstrates the transformation of the input and output. The organisational strategy and its culture present aspects of the entire organisation and its systems. The work climate is connected to local unit level and leadership, motivation, individual needs as well as values, whereas tasks and assigned roles to fall under individual levels. The model portrays the casual relationship and the connection to one another. It is a predictive model (Errida and Lotfi, 2021).

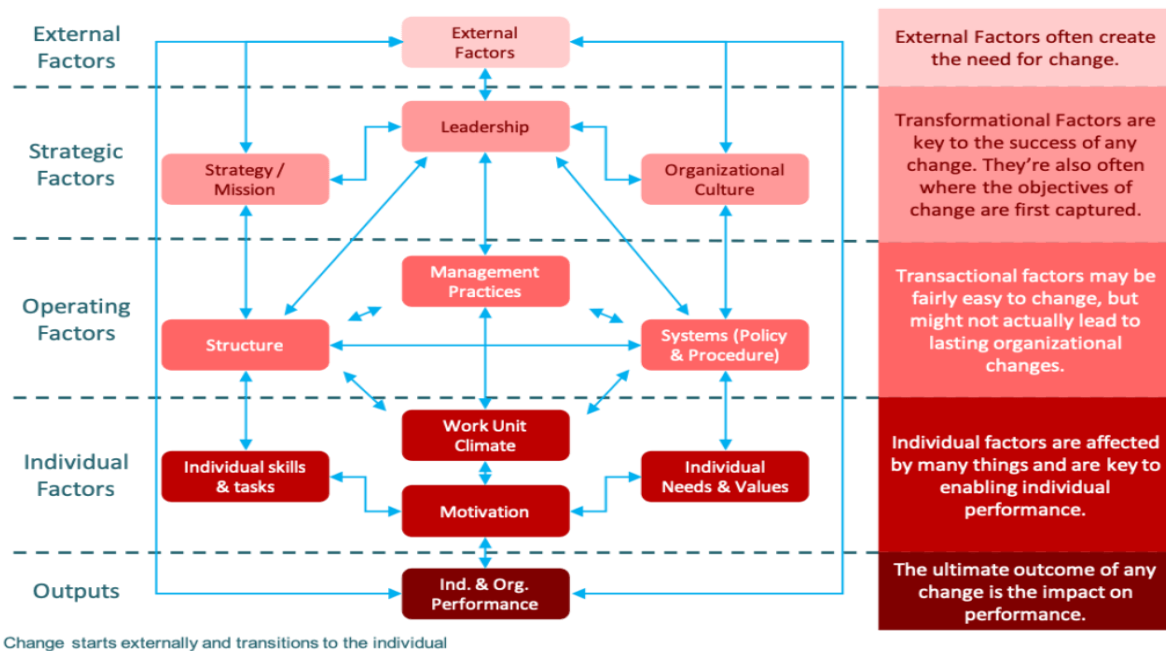


Figure.1: Burke-Litwin Model of Organisational Performance and Change

2.7.4 McKinsey's 7S model

On the other hand, Jalagat (2016) states that McKinsey's 7S Model acknowledged the seven dimensions of change that are grouped into two parts, being soft and hard. Hard zones involve the systems, strategy and structure of the business; whereas soft zones entail skills, style and the way of doing things as well as shared values that are often demanding, but also the basis of sustainable competitive advantage. The organisational strategy is often functioning in line with McKinsey's 7S Model.

Cusick (2018) points out that strategy is a road map established to attain a sustainable competitive advantage and should be designed in line with the other elements of the model to achieve the mission and vision. Errida and Lotfi (2021) add that the structure focuses on the different organisational departments and their designated responsibilities and roles, while the system refers to the processes and procedures and the day-to-day running of the business as well as decision-making. Skills refer to workers' abilities and capabilities to carry out work when adopting change. Staff means the company requirement of the workforce including the required training and development, motivation and rewards. The style is the common practice adopted by the company's leadership and communication style that impacts the overall performance of the organisation. On the other hand, the shared value implicates the

model, norms as well as standards that monitor how workers conduct themselves and their work in general. Thus, it is considered the groundwork of the company (Cusick, 2018).

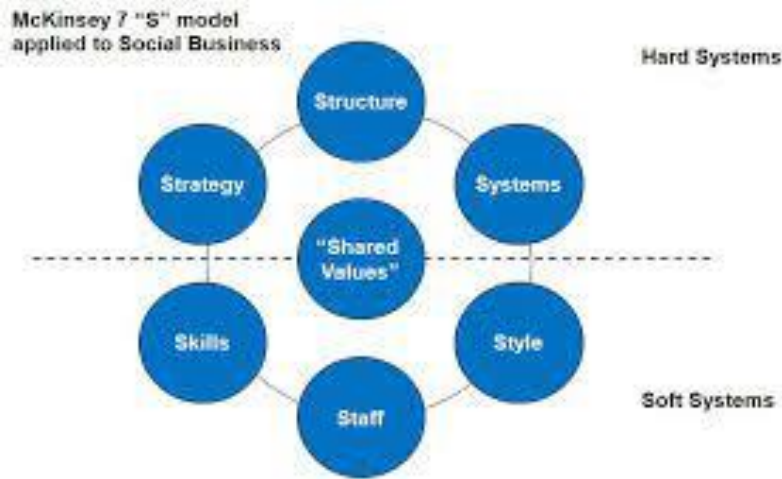


Figure 2 McKinsey’s 7S model (Waterman, Peters and Phillips, 1980:18)

2.8 The most applicable model to the LAA

Among these models, Kotter’s model offers an enhanced view of the diverse stages that an organisation experiences during the application of a change programme. Henceforth, it is the favoured model when it comes to the implementation of change in an organisation. As far as Kotter (1996) is concerned, when an organisation is undergoing change, the change momentum often dwindles, complacency emerges, the urgency deteriorates and the people are delegated to lead the change to get back to their comfort zones and preserve the status quo. In some instances, the people assigned to lead settle and become less influential when it comes to encouraging followers towards the desired direction of the organisation. In some cases, change agents turn out to be in it for their own selfish reasons; and henceforward, constrain change. Kotter (1996) proclaims that fruitful change goes further than conventional management and is made of the leadership that pursues to start not only the direction and alignment of people’s aspirations but also to motivate and inspire people.

Errida and Lotfi (2021) emphasise that adopting one model may perhaps not deliver a full description of the change management process and might neglect or overlook significant success dynamics. Some models may be unsuitable to the particularity of

a certain change. For that reason, several change models can collectively be best fit to circumstances of an organisational. Therefore, it is necessary that the complex nature of organisational change is considered in terms of the LAA. Thoroughly understanding and monitoring change necessitates a holistic approach that comprises all pertinent factors and steps.

Land Folio is a land management system established by Trimble to provide support for core organisation workflow, throughout all the organisation's divisions and departments, namely survey, customer service, finance and billing, and legal and corporate services. It allows the showing of data and knowledge and reduces cost while improving the management of processes day-to-day running of a business. This calls for different adoption of the change management model. Some models may be inappropriate to the particularity of a certain change and may be fitting to others. Thus, the element of flexibility is necessary. As important as it may seem, the *Land Folio* system is failing as a result of employees' resistance. Hence, it is imperative for the effective implementation of change management strategies to enhance the infusion of *Land Folio*.

There are available findings that prove the successful implementation of a new system and the extent to which new products and services still thrive. The question could be why and what could they be doing right? The researcher would like to believe that it is a result of strategies, frameworks and techniques employed. The mandate is to showcase how *Land Folio* implementation, strategies and frameworks could assist to overcome the employees' resistance. Thus, it is significant to adopt a few change management methods and techniques, looking at different technological challenges.

Sung and Kim (2021) state that the 4th industrial revolution requires the element of VUCA – volatility, uncertainty, complexity and ambiguity. This era features a rapid speed of change as well as a wide range of changes. It involves a complex and vague state. The 4th industrial revolution necessitates almost all organisations to participate in the radical change. Avoiding the massive change, an organisation will be left behind and will be limiting its state of existence when it comes to winning the competitive advantage. Thus, most contemporary organisations are engaging in innovation as a reactive strategy to a swiftly shifting environment. Public organisations are not an

exception, they must acclimatise to the changing environment and increase their public service performance.

Mansaray (2019) points out that leadership is one of the influential aspects as far as affirmative organisational change is concerned. It often occurs when the frontrunner leads and guides employees in the right direction that leads to the attainment of desired goals. Hence, leadership has been regarded as an integral part of a triumphing change. That is a necessity for every company that desires an antagonistic market competitive.

2.8.1 How to implement change management effectively

Jalagat (2016) argues that an organisation that wishes to implement change smoothly should pay attention to the transition from the status quo to the desired future state by the maximisation of the resources while observing the costs of the other hand. There should be a passable identification of the prevailing situation, an assessment of urgency as well as an envisage of the desired state. It is done by developing a realistic depiction of the ideal organisational situation after deploying the change and effectively communicating the vision to all adherents of change to ensure a smooth transformation. The organisation needs consistency during the change process. It should be carried out systematically by leaders. Management should be linked to the subordinates. Leaders should enthusiastically direct and demonstrate change. There should be effective change resistance management by increasing the number of participants and by being proactive (Cusick, 2018).

Errida and Lotfi (2021) posit that the change readiness that is espoused by the team should be at par and have a shared vision. There is supposed to be an articulated blueprint for change management as well as unblemished identification of how prepared or ready the organisation is to successfully change. For the organisation to adopt the transformation involves two aspects, namely the readiness of the organisation as a whole and the individual keenness of the individual. The latter concerns employees' perception, which includes but is not limited to skills and abilities to perform in congruence with the level of motivation, which is their behaviour towards the change.

From the organisation's point of view, Errida and Lotfi (2021) emphasise that it focuses on the environment where the desired change is intended to occur, and how dedicated it is. It also concerns capacity and the organisational culture. There is supposed to be a task team that will stipulate the activities to be followed and a well-divided structure. The organisation must design a clear schedule in terms of cost, time and labour. The leaders of the change are supposed to possess adequate skills to effectively communicate change, engage people and approach the intended change with a strengthening temperament as well as monitor the change processes (Trivedi, 2021). Organisations should update their digitalisation mechanisms, because change management in the world today is one of the focal points for a triumph transition and evolution (Trivedi, 2021).

2.8.2 Education and training

Sung and Kim (2021) point out that education and training are deliberate activities that are intended to transform both the knowledge and skills of the employees. These enable the employees to acclimatise to the organisation and, thus, perform their duties effectively with the intension to achieve the organisation's goal. There is behaviour which is necessary to improve job performance and competency and to facilitate the career development of employees. Organisations require both long-term and short-term competencies for them to provide an improved administrative service.

2.9 Resistance to change

Senior and Swailes (2016) explain that resistance to change is a commonly occurring phase and is frequently associated with changes in employment conditions of service regarding working practices. It involves both the legal contract and the psychological contract. In a case whereby they are compromised, resistance could be the result. Resistance comes in three types – behavioural, affection and cognitive resistance.

Behavioural resistance often plays out as noncompliance with planned change. This is because it is threatening: others may accept and comply with the change, but still be afraid in their minds. Resistance could be a result of people feeling betrayed.

Resistance to change labels an approach towards change “as not readily embracing it by those it affects, considering the cognitive, behavioural as well as sentimental elements” (David, 2021:31). It is interpreted and categorised as in three-dimensional paradigm: fear, silence and antagonism as a result of not having interest at all.

Resistance to change and making alterations – even if it does not avert the transformation of an organisation – are common factors that influence confrontation to change and are not limited to lack of trust, belief that change is unnecessary and not feasible, and that it may cause financial pressures. David, (2021) states that it also involves the fear of personal failure, loss of status and power, and resentment of interference. There is a link that necessitates exploration when it comes to an analysis of an organisational viewpoint. The reason being, their origin is the social construct in a form of norms, boundaries, purpose and the rule of governance that are adopted. When all has been observed and there is a clear comprehension of the challenges with change management, it becomes a lot easier to scrutinise and find enhanced conditions to organisational readiness for change within the organisation predominantly with intentions to reduce resistance to change (David, 2021).

Most organisational changes are usually not a threat to people’s self-preservation. However, bad practices in the way that change is planned, communicated and implemented frequently result in people feeling threatened and responding with resistant behaviour. Resistance is not an action that is usually carried out by affected individuals because they “don’t like change”, It is rather a reaction by people who feel threatened by decisions and actions carried out by those managing the change. The responsibility lies firmly with the drivers of change. If the management handle the change well, people will not feel threatened. Thus, minimise resistance (Busby, 2017:45).

2.9.1 Sources of resistance

There are a lot of sources of resistance to new technology such as *Land Folio*. Shoth (1981) shows clear categories of users’ resistance to the adoption of technology and innovation. There are mainly perceived risks and habits. The focus is on how individuals perceive risks that are related to the decision of innovation or

transformation. The decision to consider the *Land Folio* system as a case, perhaps. While habits mainly focus on the status quo.

Buick et al., (2017) point out that change agents play a bigger role in regarding the employee's resistance by, among other things, obstruction of the right information that is exacerbated by the spread of the grapevine. This leads to a communication failure. This includes a lack of communication concerning the rationale for the desired change. Resistance can be a result of a lack of adequate participation from both employees' and managers' sides when it comes to decision-making (Buick et al., 2017). Bridwell-Mitchell and Mezias (2012) say that a communication failure could result in an elevated level of uncertainty. Employees often resist change because of imposed ideas that they believe would not yield desired goals and are unfeasible. Poor change management can intensify employees' resistance to change. Therefore, a strong organisational identity often encourages an employee's engagement through the change process. It brings forth the issue which may require the management's attention to address and iron out. It influences the change's triumph and encourages high performance.

2.9.2 Framework to evade resistance

The change triangle model is a model whereby people pay attention to the problem without having to look at the root cause of such a situation. The model assists by focusing on any visible behavioural problem and by placing vital parts of the problem to obstacles in the surrounding environment while placing others to the human attitudinal barriers. According to Fogg (2009), with this model, the curve observes behavioural patterns as likely to fall closer to the low attitude environment. People choose between making the environment less difficult and start being more positive. Change often does not bear the anticipated fruits because of the resistance which is influenced by the thoughts and perceptions of different people.

Stibe and Larson (2016) state that for a metric to be successful in its intention to transform, it is imperative to gauge and measure it reliably and understandably. Metric aids to define variables for the appropriate measuring, variables sample and could also be used to monitor both the progress and results.

The circle is the essence to change people's mindsets, the inevitable truth is some may never change, contrary to those who perform well. The circle will assist by putting people in different categories whereby red, for instance, could represent those that will never change and as the case maybe, yellow, for instance, may represent those that are willing to change but require a push in the right direction and green, for instance, for the people who are positive and willing assist the yellow group to learn and adopt (Stibe & Larson, 2016).

Architecture is, at this point, that one can design and tailor make solutions through learning and observations from previous tools. It serves as an assurance that appropriate solutions will be designed with the aid of proper sources and intelligent tools that will be used to classify data referring to the information discovered via the circles tool and then design transforming the received feedback loops. It is the crucial layer of transforming technology design (Stibe, 2020).

Social rudiments of socially swaying systems that motivate through rewards as well as punishment are extremely limited in their performance and often result in obsolete results. It gives infinite sources of motivation that are used to design transformation, observation and solutions. Moderation people do not often show positive behaviour to be used when proposing solutions. Moderation will, therefore, help and allow the decision makers to make them and manage the power of social influence (Stibe, Cugelman, 2020 & 2016). Ethics transformation can be highly sensitive. Henceforth, it should be carried out with caution. The study aims to determine and establish best practices from the theories and perspectives of experts in change management. The survey from distinguished organisations shows that the same problems that are common and hinder change implementation are taking the longest time to complete the process due to slacking, unexpected dilemmas and ineffective coordination of activities. Readiness and urgency for change will be assessed; the implementation plan will be developed, the pilot for the project and change will be disseminated appropriately and the leading team will be developed.

2.8 Conclusion

The objective of change management is to ensure that consistent methods and processes are applied for the efficiency of executing changes. Change management enables every organisation to guarantee practices are used for the efficiency of handling change. The change management is a significant process that is fully dependent on the accuracy of the arrangement of data to make sure that the impact of the changes is known and noticeable. Resistance to change is often seen as a challenge to leaders, although effective communication and adoption of the necessary frameworks as well as processes play a significant role. It is imperative for the LAA to adapt so as how to manage change effectively and different institutions have direct ways of coping with desired or inevitable change. Chapter 3 provides the methodological with details of how the empirical investigation will be conducted.

Chapter 3

Research method

3.1 Introduction

To evaluate organisational change management processes, an empirical research study that is complemented by a literature review is necessary. This chapter provides an overview of the empirical investigation that will take place while addressing the succeeding empirical research questions: How is the LAA currently managing organisational change? Which frameworks and recommendations can the LAA adapt to effectively manage change and minimise resistance? For that reason, this chapter presents a scientific ideology, the research design which shall follow, subsequent sampling, data collection, ethical consideration, informed consent and other subjects pertinent to conducting the empirical study.

3.2 Research design

Research designs are measures and processes used for not only the collection, analysing and interpretation, but also for reporting data in research studies. These designs signify different replicas for doing research, and they uphold distinctive designations and procedures (Creswell & Creswell, 2018). The research designs are dependent on the nature of the specific phenomenon. The research questions drive the study. Bairagi and Munot (2019) point out that a research design is usually the most pertinent step toward the direction of the research problem.

The choice of research designs depends on the nature of the phenomenon and the research questions that drive the study. A qualitative research method was employed (Creswell & Creswell, 2018).

According to Bryman and Bell (2014), a qualitative methodology permits a better understanding and interpretation of the phenomenon under study to achieve a clear clarification of realism. The qualitative research method analyses information conveyed by means of not only the language but also the activities in natural

settings. It is used to collect communicative information that is not carried out in quantitative data. It involves theories, ethics, emotional state, and inspirations that trigger a certain behaviour. However, its analysis has been supported as a way of attaining the parts that other methods cannot reach. Moretti, et al (2011) add that it is the appropriate method to be used in change management research. The benefit of qualitative research is in the fullness of the collected data. Nevertheless, for research determinations, data requires not only to be interpreted but coded in a valid and reliable way as well. For example, qualitative analysis techniques strive to classify the discussion measurable into an authentic number of groupings that denote similar meanings. Qualitative research is inductive and simplifies theories from data. Its epistemological positioning is interpretivist, and its ontological direction is constructionist (Bryman & Bell, 2014). It follows from the interpretative paradigm.

3.3 Sampling strategy

3.3.1 Purposive sampling

The study deployed purposive sampling, which is non-probability sampling whereby the researcher does not generalise and picks participants randomly. Its goal is to attain a sample strategically in such a manner that the participants are pertinent to the research questions and there is variability (Bryman et al., 2018). This study was, empirically, based on the LAA employees. This permitted the comparison of LAA employees' distinguished experiences to the adopted and practised change management models and framework. To date, the LAA has 102 employees. There are several purposive sampling strategies; to wit, maximal variation sampling, whereby different participants are selected to get diverse viewpoints. There is also critical sampling that exploits specific standards to select specific participants to determine their experiences of a phenomenon (Creswell & Creswell, 2018). Purposive sampling divides the participants into categories to permit researchers to collate and contrast these sets of records concerning the phenomena under study.

Bryman et al. (2018) emphasise that, remarkably, the purposive sampling selected for this study was more of a critical one, with the aim of obtaining practices of different participants from the distinguished departments of the organisation to obtain an understanding of how the change is managed within the authority. This activity was

carried out among employees from different levels and departments. It was anticipated that at least 15 employees would be interviewed. This would include both the management and technical staff. The researcher would continue until data saturation was reached and began noticing repetition.

Braun and Clarke (2021) explain that data saturation occurs when all possible techniques to find new information have been achieved and more coding is no longer feasible. It is a point whereby no new themes are emerging from the data after the collection of enough information to replicate the study (Fusch, Lawrence & Ness, 2015:1408). When additional data do not lead to a new emerging theme. When there is enough information to replicate the study and the ability to get new information has been achieved.

3.3.2 The data collection process

To collect qualitative data, semi structured interviews were conducted with the employees within the LAA. Some of questions that surfaced were: what is the status of organisational change management at the LAA? What is the role of leaders in your organisation regarding change management? Which factors are the stimulus of organisational change in this industry? The justification for including these semi structured interviews was to obtain detailed knowledge about how the LAA has been managing change. It also allowed employees to express their views and feelings about contextual features of change management. This played a major part in the shaping of their perceptions of how to improve their change management processes and framework. Subsequently, semi-structured interviews were employed to seek out the views of the employees, managers and directors on the LAA's challenges that influenced how change has been managed. These semi structured interviews also addressed the change resistance and explored the implementation procedures that could be undertaken to enhance how change is managed at the LAA.

3.3.2 .1 Individual interviews

Directors and employees from the different departments were interviewed individually. This was done to obtain in-depth feedback on how the change management

processes was carried out, which approaches were engaged and how employees responded to the process.

The interviews were based on the literature review that was conducted in the study. Semi-structured interviews were conducted via Zoom or Skype since these communication platforms were made available to the employees to observe the specific Covid-19 protocol of keeping a distance. Individual interviews lasted 20 minutes and consisted of 10 to 15 open-ended questions informed by the literature. The interviews were scheduled at a convenient time for participants. Consent was requested from the director of corporate services before interviewing members of the staff; the aim of the interview was explained to every participant and the consent letter was attached to allay their fears.

The validity and reliability are ascribed to the terms dependability and trustworthiness. Meaning that the researcher checks for the accuracy of the findings by adopting certain procedures. The qualitative method concentrates on dependability as an integral part. Dependability is observed to the magnitude that the study outcomes are dependable and can be repeated. Hence, the accurate data-collection instrument and adequate analysis procedures that will be engaged are crucial when it comes to ensuring the quality of qualitative data (Bairagi & Munot, 2019).

Data analysis

Data analysis is the process in terms of which were a researcher extracts knowledge by editing and reducing collected data to decrease it to a manageable size, by summarising. It looks for patterns and relations (Creswell & Creswell, 2018). The researcher developed an initial coding framework by paying attention to issues discussed in the literature as well as emergent issues that came from the interviews. Themes were identified, carefully checked and cross-checked several times to ensure the consistency and accuracy of the whole coding procedure.

Subsequently, the researcher conducted an inductive analysis of data acquired from the interviews, then formed the typology grounded in the data, and thereafter used the typology to sort data into groupings where after the researcher would count the

frequencies of each theme or group across data. Qualitative researchers usually work inductively, by building not only patterns and categories, but themes as well. It starts from the bottom up by organising the data into progressively more abstract units of information. This inductive process illustrates working back and forth between the themes and the database until the researchers have established a comprehensive set of themes (Creswell & Creswell, 2018:257).

3.4 Ethical considerations

Questions were posed via Zoom or Skype to provide participants with sufficient time, as well as to grant them privacy to make decisions about participating in the study. This method also guaranteed that no coercive measures were adopted during the process. An ethical consent form to participate in the study was signed by LAA employees before they participate. Permission was requested from the director of corporate services at the LAA to conduct the study. The interviews were conducted via Zoom or Skype at the convenience of the interviewee to observe Covid-19 protocols. The interview questions addressed the research question and objectives of this study. The answers and follow-ups, with needed clarifications, were reviewed. Any information that may be sufficed by the interviewee and may fall outside the constraints of the outlined questions was exploited and used as additional acumen for the drive of this study.

The interview questions were open-ended to accommodate a large spectrum to explore issues of undeviating significance. The names of the participants were not revealed to guarantee not only their anonymity but ensure confidentiality as well. Participants were allowed to withdraw at any point of the interview should they feel uncomfortable.

3.4.1 Obtaining permission

“The participants have the right to be informed about the nature and consequences of participating in the study. (Bairagi & Munot, 2019:141). The purpose of the study must be outlined and disseminate the discoveries of the study, to inform participants about the results as a tactic of designating the value of their involvement (Bairagi & Munot, 2019). Hence, the research is carried out in a manner that does not hinder or withhold any essential information that could influence the respondents in relation to their

participation. All participants were offered sufficient facts in the interview methods of the study to accommodate for the informed decision-making about whether to participate or not. Consequently, the rights of people to decide to participate or not were observed. Written, informed consent was required from all the participants in the study. The process of obtaining consent means that it should be a voluntary activity and participants should be provided with adequate information to ensure clarity and allow them to decide if they want to participate or decline (Arifin, 2018).

3.4.2 Confidentiality and anonymity

Following Arifin (2018), the anonymity and confidentiality of the participants were preserved by not revealing their names and distinctiveness, in not only the data collection process, but also analysis of the study findings as well. Discretion and confidentiality of the interview platform were managed cautiously.

3.4.3 Informed consent

The process of obtaining consent means that it should be a voluntary activity and participants should be provided with adequate information to ensure clarity and allow them to decide if they want to participate or decline (Arifin, 2018).

3.4.4 Conflict of interest

Conflict of interest could arise from concerns like ownership of data and the right to announce outcomes. It looks also focuses on the legitimacy of the results. The way the results are presented or published could be harmful to the participants, if not the organisations they are representing (Bryman et al., 2018). In this light, the management of the LAA could end up suspecting that they exposed the organisation by providing information that compromises the reputation of the organisation. Hence, the researcher confirmed and ensured the anonymity of participants and did not publicise crucial and specific information. There is conflict of interest between the researcher and participants since they all work for the LAA. The researcher mitigated by following the appropriate communication channels and not misusing the position. The researcher assured the participants that the study is entirely for research purposes and has nothing to do with either the recruitment or promotion purposes.

3.4.5 Risk-benefit ratio

Bairagi and Munot (2019) point out that each research project is expected to embrace an analysis of the risk-benefit ratio. Vulnerable participants must be excused. There were no vulnerable participants in this research project. The researcher ensured that the potential benefits from the research were greater than the potential harm and risks to the participants. It was crucial that the LAA finds better ways to handle change, because change is an integral part of every organisation – more specifically during the VUCA – volatility, uncertainty, complexity and ambiguity era. For the duration, participants should not be exposed to perilous situations just because there are possible benefits in pursuing this research.

3.4.5.1 Economic risk

According to Curtin and Schulz (2011), economic risk refers to the prospects of revealing research participants' personal information that could affect their employment materially and consequently, lead to financial costs to such participants or the organisation. In this regard, economic risk could materialise from the productivity of the LAA as well as the financial costs that the participants could incur. Curtin and Schulz (2011) mention that handling this risk can include concerns such as reducing the time burden for the participants by scheduling data collection to the time and dates that are more suitable for both the participants and the organisation. Thus, it was imperative to schedule interviews, especially with managers and supervisors, during a less hectic time picked by the participants.

3.4.5.2 Legal risk

This risk is analogous to conflict of interest that stems from demands such as ownership and rights of data and publish results. The authenticity of the results and publication of results are portrayed in such a way that harms the participants or organisations that they represent (Bryman et al., 2018). In the same light, employees could feel like they are selling out and exposing the management and the organisation by sharing the information. To alleviate the risk, the researcher ensured that the anonymity of participants was a priority and did not report the organisation's sensitive information. The technical staff might have been fearful of issues such as facing victimisation or disciplinary measures for disclosing critical or illegal information about

their management and the organisations. There were no group interviews to avoid other participants from hearing what others have to say. Hence, the consent forms had a confidentiality clause.

3.4.5.3 Researcher risk

Researcher risk could stem from the probability that participants could fail to perform their responsibilities during an interview. These responsibilities include following instructions as specified by the researcher. On the other hand, instructions should not violate participants' rights (Creswell & Creswell, 2018). In this study, researcher risk could have occurred in the form of a verbal attack from some of the participants who did not comprehend the intention of the study. To mitigate the risk, the researcher thoroughly explained the purpose of the study and allowed them to decide whether to participate or not. The researcher has the experience in conflict management and dealing with people. Thus, went through the ethical considerations again with participants and affirm that anything that happens in the research process will be confidential. Henceforth, proper arrangements in terms of requesting permission to carry out interviews were made. Data was collected within the premises of the LAA so that all unexpected predicaments that could necessitate intervention by security or management could be taken care of timeously.

3.4.5.3 No harm to participants

Providing all the necessary information regarding not only the nature but the objective of the research enabled the participants to decide whether their participation would attract any form of threat that was stipulated on the ethical concerns. The researcher made it a point that the act of participating and the results of the research would not cause any harm to the participants (Creswell & Creswell, 2018).

3.4.5.4 Voluntary participation

Bryman et al., (2018) believe that participants must decide voluntarily to participate without any duress, being physical or psychological compulsion for them to take part. Additionally, participants must be provided with adequate information. Hence, the researcher ensured that there were no deliberate misrepresentations or false information provided to the respondents and participants. There was no omission of

essential information with the aim of deceiving the participants. The intention of the research was explicitly stated. This was to allow them to make informed decisions.

3.6 Conclusion

This chapter provided an outline of the scientific synopsis, methodology, design as well as tactics that were engaged to address the research questions. The findings, from the empirical exploration that are discussed in this chapter, are not only analysed but also interpreted in the chapter that follows.

CHAPTER 4: Data analysis and interpretation

4.1 Introduction

This chapter portrays the outcome of the research objectives. It discusses the findings regarding the theoretical views that are discussed in depth in Chapter 2 and stipulates a detailed description of the obtained outcomes from the interviews held with LAA directors, managers/supervisors and employees. Some of the participants are directly involved in the process, whereas others are affected by the decision made at a higher level. Semi-structured interviews were held with the directors, supervisors and technical employees. The intention was to draw their approaches, feelings, opinions, experiences and reactions in a manner that would not be achieved using other methods.

4.2 Data saturation

The researcher stopped when information was repeating itself and no new information was emerging. As was discussed in Chapter 3, section 3.3.1, data saturation occurs when all possible techniques to find new information have been achieved and more coding is no longer feasible. It is a point whereby no new themes emerge from the data after the collection of enough information to replicate the study.

4.3 Biographical information

Biographies of the respondents are generally used to give a description of the respondents and to search for differences in the phenomenon of investigation with different groups of participants in the population. They provide insights about the respondents.

From Table 1.1, two respondents were between the ages of 45 to 60 years, whereas three of the respondents were between the age of 35 and 55 years and eight of the respondents were between the age of 25 and 40 years. The employee adaptability to organisational change management was determined by also reflecting on the age of the respondents.

4.3.1 The age of the staff

Table.1.1: The age of the respondents

Respondents	Age
2	45 – 60
3	35 – 55
8	25 – 40

The pie chart in Figure 4.1 shows that 15% of the directors were the respondents of the study, 23% of the respondents were managers and 62% were technical employees.

4.3.2 Position levels of respondents

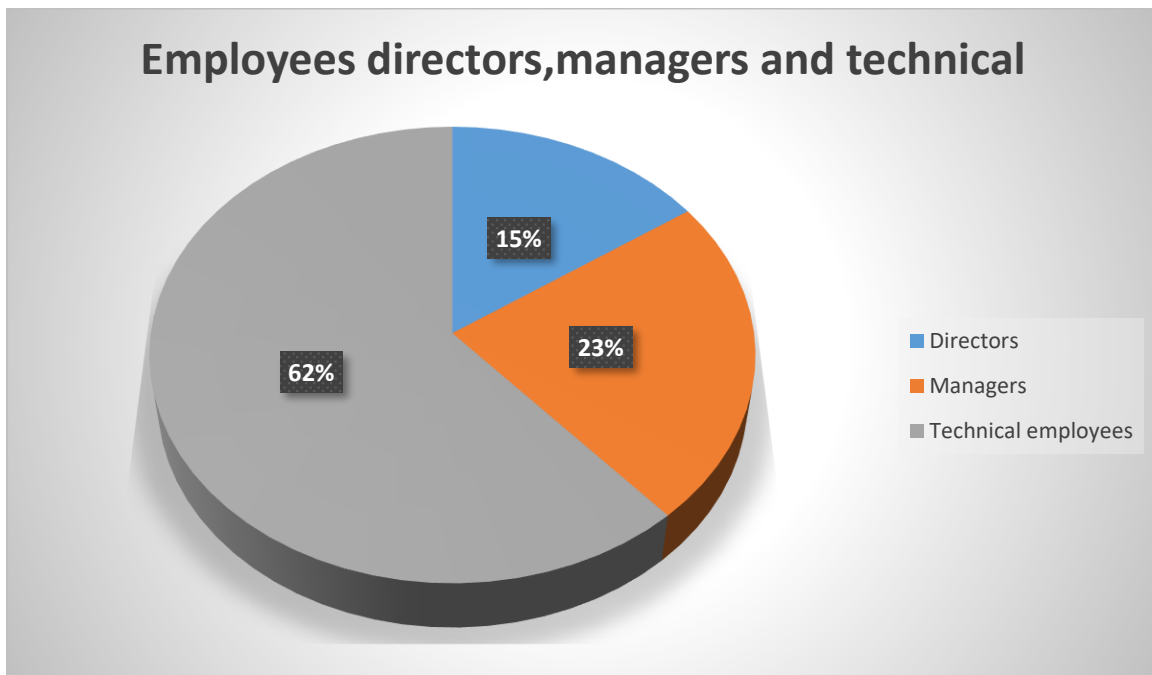


Figure 4.1: Position levels of employees

4.4 Qualitative analysis

This section presents the qualitative results that were obtained through thematic analysis. However, the individual interviews conducted showed that the data collected was enough because no new ideas and no new information were emerging. The participants' views were directed by codes that identified the respective participants.

For the codes, the letter D1 and D2 signify respective directors; M1 to M3 signify managers and, similarly, T1 to T8 indicate technical staff.

4.4.1 Thematic analysis

These factors of organisational change management were coded into the following four areas, in line with the categories identified in the review of the literature: change processes, communication, training and resistance to change. Through the process of thematic analysis, the following themes were identified: change processes, communication, training and resistance to change. The researcher was familiarised with the identified data to see which data came up repetitively. The data was organised in a meaningful manner, i.e., the coding process. This was followed by searching for themes by examining the codes. Then the themes were reviewed and subsequently used to write this report.

4.4.2 Change process

Under the change process theme, there are the following subheadings: perceptions on the status of organisational change management; how can change management methods be used to improve the change management status quo in your organisation, and who do you think should participate in the planning and implementation of strategies for managing change?

4.4.2.1 Perceptions on the status of organisational change management

The perceptions of participants on the status of organisational change management at the LAA were pursued to determine their views about the overall change management approach at their organisation. At this point, general views are presented to show the extent to which participants perceive the status of organisational change management at their workplace. The statements signify the participants' personal experiences regarding the change management status quo. The directors, managers and technical employees gave their perceptions based on their individual experiences. Some of the participants stated that the status of organisational change management is satisfactory, while others had general issues. They stated that there are no standard procedures and change management policy and there is no support from the leaders. They were bothered by the manner that the organisation handled its organisational

change management. The participants made subsequent statements such as that the authority was undergoing a change; they were transitioning from the *sola* to the *land folio* system. This is supported by the following statements from the respondents.

D1: *“The current change has been completely done, and the milestones set have been reached, the employees were informed and trained.”*

D2: *“There is no policy document in place for change management that I know of. So, we don’t follow certain procedures, we just handle it however we see fit.”*

M1: *“It was not that bad, because we went for training before the changes, but we encountered some problems after moving from one system to another. As time elapsed, we were able to work, but with challenges here and there.”*

M2: *“Generally, change management is not done as effectively as it can be done since there are some changes that occur within the organisation that are not well communicated to the technical staff well on time. We give them the final decision and tell them what to do.”*

T2: *“Most of the departments at my organisation are a bit resistant to change because they are demotivated. This is because of how change is handled.”*

T3: *“There are no support systems, I believe that the organisation paid for the expensive system only to address the management needs not the entire organisation's needs. There are still hiccups because this system was not tailor-made, and we were not involved in the design stage. It is not addressing some of our problems mainly because there was no proper engagement of the hands-on staff.”*

4.4.2.2 How can change management methods be used to improve the change management status quo in your organisation?

The participants stated that there is a dire need for change management and communication policies. Employees must be provided with enough support. They pointed out that change management should be working towards improving staff

morale and helping the organisation towards adopting new ways of doing things. The engagement of effective leaders could also help. The participants stated that change should come gradually; it needs time for those employees on whom change has been imposed to adapt and learn and appreciate all the necessary risks that might come with change. Input from users is vital when it comes to their appreciation of change, so the organisation should always take input from the technical staff since they are the main users and are affected by the newly introduced change. Most participants identified that change management requires the correct policy as well as effective communication and training. All participants believed that all levels of employees must be represented and work collaboratively during the planning and implementation of strategies for managing change. All staff must have a clear understanding of where to go and what to do for the organisation to achieve its goals. This was supported by their statements below:

D2: *“I would say to invest more in regular counselling of the staff members. There should be enough information sharing and updates about the performance of the organisation. Putting in place a policy that outlines clear steps and the framework for implementing change.”*

M2: *“The organisation needs to remember that for change to be appreciated it first needs to engage its internal staff who will be able to communicate the change better to the external customers.”*

T1: *“First there must be a policy put in place so that it guides everyone in the workplace on how to manage change in a standard way. It is important to raise awareness among staff and give them support when implementing change. Communication is crucial during these processes. Providing training and allowing more staff participation. Encourage and engage more effective leaders with good leadership skills.”*

T3: *“It can be used to provide training and implement a support system. To clearly define change and align it with our core business. It can also be used to determine the impact on those who are affected but such changes. Change management can be used to improve staff motivation, to improve communication*

and information sharing. To comfort and soothe the employees' fears of being replaced by the digital systems."

4.4.2.3 Who do you think should participate in the planning and implementation of strategies for managing change?

This question was meant to see whether employees understood who should be involved from the beginning and throughout the change stages. The participants stated that all employees from different levels (technical employees, supervisors/managers and directors) must be given an opportunity to participate in both the planning and the implementation stages of change. These employees are equally important and all have a role to play to help the organisation to reach its goals. This was supported by the following statements.

M2 points out that all the employees from different levels should have a role in change management: *"Directors are the main drivers of change management, since theirs is to identify the main areas where change is needed that is to identify the problem, to allocate resources towards achieving the newly desired change, provide a roadmap as to how the change will be implemented in line with the objectives and goals of the organisation. When change has been introduced and implemented, monitoring of the new changes and associated risks imposed must take place."*

"Supervisors/managers' role in change management is to also monitor the progress of the newly implemented change. Communicate the changes with the technical staff to ensure that staff are conversant with the process in place and note any challenges that may be phased by all users internal and external."

"Technical employees play a pivotal role in ensuring that the newly introduced change is functional since they are the end users of the product. With good communication from the inception of the change to implementation, these become key players since they get to be objective regarding the change and should their contribution be used in the implementation stage the success of change or failure highly depends on these key players."

M3: *“All employees have a part to play for the organisation to reach its objectives and goals. Employees must work collectively and technical employees give information about their challenges and bring their requests forward about what should be incorporated. Supervisors bring suggestions and ideas on how the change should be carried out. Directors’ implementers and decision-makers.”*

T1: *“All members of staff should participate, technical staff, do the groundwork and feel the impact of changes implemented. Thus, it is vital that they are part of planning and learning about the new change. Supervisors should also be part of the change because they know all the challenges faced by their teams. Their input is crucial. The management as the implementers and decision-makers are important for them to take a leadership stand and lead change.”*

T2: *“All of the employees from all levels; it is important for employees to know that they have the power to initiate change, which slowly creates a positive atmosphere and culture. Employees should not be treated like kids or people with little knowledge.”*

4.4.3 Communication

There is no clear communication since the management had the greatest say regarding the change without considering the employees’ side. Technical employees had no input on how the change was handled. This created misperceptions, negative emotions and misinterpretations. They did not communicate enough, which increased the grapevine around the office.

4.4.3.1 Was the change proposal communicated to the employees?

Most of the participants emphasised the fact that they were not involved during the planning stage and that information was not communicated well in time. The participants stated that only heads of divisions were engaged in that they had to provide their specific workflows that were to be part of the new system. They were ordered and expected to participate in the process decided on by management. All participants believe that communication plays an integral part when it comes to a

successful transition. It helps to create a common ground. It allows employees to share ideas and communicate their intentions and feelings. This is supported by their statements below. Participants said the following:

M1: *“The management is implementing changes without involving the staff, not considering the fact that they are hands-on and know the challenges they encounter; they can have better ideas on how challenges can be addressed.”*

M3: *“Nothing much since there is no documented way to manage change. There are no change management policies; if any existed, members of the staff were not informed about them.”*

T5: *“My organisation does not put the technical employees first; employees are not empowered and there is no clear communication. I feel like we are not appreciated because some of our contributions and suggestions were not considered when the change was done. These people undermine our experience.”*

T7: *“I feel like it is not handled properly, we were not taken through all the change at different stages properly, there was no clear communication and we were not given an opportunity to give input while designing the system and that is demotivating.”*

T8: *“We are often in the dark, we are demotivated and fear for our jobs. I wonder if the intention is to replace us with the system, I sense job losses and no one is telling us the aim and the purpose of the new system.”*

4.4.4 Training

The questions in this section are in two parts: one for directors and another for managers and technical employees; it is slightly different in that one part was for decision-makers while the other part was for users. Participants answered as follows:

4.4.4.1 Did employees receive adequate training on Land Folio?

This question was directed to the directors of the organisation and they stated that they were trained but, received no follow-up training. Participants stated that during the implementation phase, all responsible divisions with roles within the system underwent training. The management participants indicated that there were no proper and sufficient procedures for the execution of the change. They pointed out that time was not on their side, which compromised the change management procedures. One of the limiting factors was funds for the proper preparation of the process. That was inadequate for a successful change management process. This was highlighted by the following comments:

D1: *“Yes they were trained.”*

D2: *“Yes and there was follow-up training.”*

4.4.4.2 Were you trained on Land Folio?

This question was directed to the technical employees and they agreed that they were trained. However, they also stated that they received no follow-up training. The participants stated that there is no open platform where they could have open discussions to share their departmental experiences and experiences regarding workflow. They pointed out that they did not get enough support where they were shown and had the opportunity to practise the workflows and what each role entailed. The participants' comments indicated that most of the participants received training but emphasised that time was limited and the training was rushed. This was supported by the following comments:

T1: *“Yes, the training was done. However, time was not enough.”*

T7: *“Yes but not adequately, still it doesn't meet all the needs of the supplier to operate most of the things and make changes, our developers don't have full rights.”*

T8: *“Yes on some features of the systems, but since we have it involves the authority’s data management, we needed intensive training and knowledge about the system. It seldom provides annual training, we are told what to do and how to do it, without being allowed to have opinions and ideas that slow production.”*

4.4.5. Resistance to change

The question comes in two categories and both parts are directed at LAA directors. The intention is to discover how the organisation’s leaders understand the causes of change resistance. Their views are as follows:

4.4.5.1 What are the sources of resistance to change?

Directors indicated that a lack of information transmission leads to people’s resistance. Knowledge and lack of support were also identified as common sources as they increase fear of the unknown. Employees believe that new technology will eventually replace them. They admitted that they disregarded the employees and failed to calm their fears regarding their job security. Generally, participants pointed out that a lack of information leads to resistance to change; information sharing and diversity inclusion create mixed emotions and implant fear. This was supported by the following statements.

D1: *“Lack of information which ought to have been shared fully with the staff. The other thing is the human behaviour to resist foreign things or new things.”*

D2: *“Mostly lack information and lack of resources.”*

4.4.5.2 What are the possible solutions to overcome resistance to change?

Directors of the organisation pointed out that having a change leader who will monitor and see to it that changes are carried out perfectly is necessary. They pointed out that information sharing and diversity inclusion could help. This is supported by their statements below.

D1: *“More information sharing is required concerning the status of funds, for the institution. Group counselling, as well as individual counselling, should be done frequently.”*

D2: *“Lack of information which ought to have been shared fully with the staff. The other thing is the human behaviour to resist foreign things or new things. Putting in place a document encompassing any change which would have been agreed on.”*

4.5 Conclusion

This chapter outlined the results of the study. The biographical information of respondents was discussed. The thematic analyses were done with respect to the status of organisational change management at the LAA. Themes were outlined and discussed. The next chapter will look at the discussion of the results as well as conclusion recommendations for the organisation and further studies.

Chapter 5: Discussion of results, conclusions and recommendations

5.1 Introduction

This section will discuss the results of the study. The conclusions of the study will also be outlined together with the recommendations for the organisation as well as for future studies. Conclusions will be drawn based on the objectives of the study. Recommendations will be based on the findings from Chapter 4.

5.2 Key findings from the study

The findings indicated that there are no standard procedures and frameworks that are used by the LAA to plan for change. The results stated that there is no change leader or agent who carries out and monitors the change process. There was no follow-up training and no change management policy that the organisation uses for guidance through the change process. The findings also showed that there is no proper communication policy and information transmission. Inefficient communication can hinder the whole change process; this is in line with the literature in Chapter 2 of the study. Furthermore, there are no consultations and no inclusion of technical employees during the planning stage. There is low staff morale due to a lack of all-staff participation.

5.3 Discussion of the results

Through the themes, most of the employees said the organisation does not have a change management policy. They indicated that there are no standard procedures and frameworks that are used by the organisation to plan for change. It is imperative for an organisation to have a change plan in the form of a change management policy that outlines clear steps to follow and adhere to. The management participants indicated that there have not been proper and sufficient procedures for the execution of the change. Errida and Lotfi (2021) highlighted that adopting models and framework aid the change process. The change management policy is vital.

The finding stated that there is no change leader or agent to do follow-ups, see to it that change is carried out properly and successfully, and monitor the whole process in

accordance with the strategic goals. Buick et al. (2017) pointed out that change agents play a bigger part in terms of the employee's resistance. Among other things, obstruction of the right information leads to a communication failure and that exacerbates the grapevine. The change agent monitors the change process and ensures that employees have the necessary support by anchoring the whole process.

The findings of the study showed that there is no clear communication and information transmission policy. Ineffective communication can hinder the entire change process. The participants' responses prove that it is imperative to engage employees from the beginning. Also, to always communicate the right information at the right time. To minimise change resistance, another study showed that a lack of communication hinders the change process (Busby, 2017). It presented that organisational communication plays an integral part in updating the employees about the role they need to play. Organisational communication creates a communal spirit. Adequate information and communication allay employees' fears about uncertainty during the change process.

Findings confirmed that management's approach to change management has been unsuccessful, as there was no element of diversity and inclusion of employees during the planning stage of change. Employees must be represented and work collaboratively during the planning and implementation of strategies for a successful change management process. All staff must be in the know and have a better understanding. When they are involved, they participate and support the process, especially when it comes to staff communication and involvement. Igudia (2021) pointed out that an inclusive culture plays a huge role in employee engagement. It creates a sense of belonging for employees. Thus, it is imperative to embrace a diverse workplace during change.

The findings showed that a lack of communication and information transmission leads to people's resistance. Lack of support from management also increases change resistance (Bigdeli et al., 2017). Rosenbaum et al. (2018) stated that there are several reasons for employees' resistance to change, such as poor communication, fear of failure, lack of trust and unrealistic timelines. Nonetheless, efficient adoption of change

management approaches, frameworks and strategies can reassure employees and regain their trust (David, 2021).

The study showed that there was no follow-up training. For the organisation to successfully transition, there must be satisfactory training and follow-up training to ensure that all staff members are on board. Errida and Lotfi (2021) supported this, stating that training and development are key during change. These factors motivate and enable the employees to adapt to the organisational change and subsequently perform their duties effectively with the intention to achieve the organisation's goal (Sung & Kim, 2021).

5.4 Conclusion of the study

The objectives of the study were to develop the change management framework to implement systems effectively and efficiently with minimum to no resistance at all. It has been identified that there is a lack of communication and information dissemination, training and policies; the framework has been identified and it has been outlined in the recommendations of the study.

- **To analyse the change management approaches employed by the LAA.** This has been achieved. It has been identified that the organisation's approach towards change management is not robust and recommendations are made.
- **To identify and address the resistance to change at the LAA.** As identified by directors to be sources of resistance to change include the lack of information transmission, knowledge and lack of support. This objective has been achieved and is expanded on in the recommendations of the study.
- **To provide recommendations for change management to the LAA for a successful transition.** This has been achieved and the recommendations are provided below.

The conclusion was drawn from the results of the interviews. It was based on not only the views but also on the insights of the employees and their suggestions on how the

LAA could have managed the change process. Researchers found that organisations need a clear organisational policy that outlines all the processes to be followed for change to be successful change management. Thus, the objective of the study was to develop a change management framework to implement systems effectively and efficiently with minimum to no resistance to change at all. The interview responses from directors on how they manage change played an essential part. The managers played a bigger role as well. The technical team contributed towards the recommendations on how the LAA can manage the organisational change going forward. The management did not follow proper change management frameworks, methods or steps. They did not communicate change from the planning stage and did not involve employees. The fact that there is no change management policy could be depriving the organisation of a successful transition. The participant responses proved that it is imperative to engage employees from the beginning and also always communicate the right information at the right time can minimise change resistance.

5.5 Recommendations

At this point, the study will look at recommendations, possible solutions and ways to obtain the objectives of the study. These are based on the findings according to the themes. It will be in line with the secondary objectives of the study that are well stipulated.

The first finding indicated that there are no standard procedures and frameworks that are used by the organisation to plan for change. It is imperative for an organisation to have a change blueprint in a form of change management policies and procedures. The fourth industrial revolution is a fast-paced era; change has become so constant. It is, therefore, crucial and recommended that the LAA has its change management policies in place. The change management policy will allow all involved parties within the organisation to know how change is carried out. It will also assist and serve as a reference in terms of processes to follow and stipulates roles and responsibilities. It will help all employees to understand not only the purpose and the scope, but also the process description and, thus, minimise the change resistance.

The second finding stated that there is no change leader or agent to do follow-ups, see to it that change is carried out properly and successfully, and monitor the whole process in accordance with the strategic goals. A change agent is recommended to advocate and be a catalyst of the organisational management process. This will help the LAA not only to transform, but to inspire and influence employees. The designated change agent will promote and support the change implementation.

The third finding showed that there is no proper communication and information transmission. Inefficient communication can hinder the whole change process. The recommendation is that the LAA must have a communication plan that outlines how the information will be disseminated and which modes will be used. The management must hold weekly departmental meetings and provide updates through emails and memos. The aim of communication is to create awareness and aid employees to understand why such change is needed. It is vital to have effective communication at all employee levels to gain support.

The fourth finding indicated that there was no follow-up training. Adequate training is significant because it helps employees to have better knowledge and improve their skills, thus becoming more effective and productive. This will prove that the organisation values the employees.

Last, there was no element of diversity and inclusion of employees during the planning stage. There is low staff morale due to a lack of all-staff participation. Consultations are necessary and are recommended during the time of change. The management of the LAA should consult its employees and include them in the entire change process as well as decision-making. A networking decision-making style is also recommended to accommodate all levels of employees during the decision-making process. This will enable the organisation to make quick and informed decisions. It will also create a conducive space for both the management and the technical team. The technical team will bring ideas and be able to raise their concerns. This will help minimise the resistance to change. The business environment is driving change extraordinarily.

Technology changes rapidly and necessitates businesses to manage transition processes and procedures regularly.

5.6 Limitations

The study was carried out only among respondents who are involved in the change management process and, therefore, they might be representative of fewer of the employees overall, but they fulfilled the requirements of a qualitative study and provided relevant information. This study only used one organisation, but the responses were adequate for the study. Only the qualitative method was used. However, it provided relevant information for the study.

5.7 Suggestions for future research

The research only used a qualitative method. It is, therefore, recommended that future studies can use a mixed method. It could offer in-depth insights into the organisational change management process. A private organisation should be considered and future research should focus on several organisations such that results can be generalised.

5.8 Conclusion

This section outlines the key findings of the study. It went on to discuss the findings of the study in relation to other studies. Furthermore, this section also outlined the recommendations to the organisation and for future studies.

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Appendix 1: Semi-structured Interview questions

Data collection instrument

Interviews were conducted with employees from different levels: the technical level, managers/supervisors level and directors from different divisions of the organisation.

A semi-structured interview of technical employees on organisational change management

Introduction

This interview serves to obtain employees' perception of the level of organisational change management in their organisation as well as to determine not only factors but also strategies and frameworks that must be considered to manage organisational change at Land Administration Authority.

- This interview will take about 20 minutes.
- Take note that no names are being written down and the researcher is the only individual that will have access to the recordings.
- The information collected in this interview will be kept confidential and no information will be linked to a certain individual or the organisation during the data analysis, interpretation and reporting period.

Questions:

1. How do you understand the term change management?
2. Please define your views about the status of organisational change management in your organisation.
3. What are actions that you believe employees can take on their own to improve the change management in their workplace?
4. How is your organisation dealing with organisational change management?
5. How can change management methods be used to improve the change management status quo in your organisation?
6. Who do you think should participate in the planning and implementation of strategies for managing change?

Your comment on their specific roles can be concentrated around three following levels:

a) *Technical employees*

b) *Supervisors*

c) *Managers*

7. How do you find *Land Folio* to be working?
8. Were you informed about *Land Folio*?
9. Were you trained on *Land Folio*?
10. Are there any other comments on organisational change management that you would wish to share?

A semi-structured interview of supervisors/managers on organisational change management

Introduction

- This interview serves to obtain employees' perception of the level of organisational change management in their organisation as well as to determine not only factors but also strategies and frameworks that must be considered to manage organisational change at Land Administration Authority.
- This interview will take about 20 minutes.
- Take note that no names are being written down and the researcher is the only individual that will have access to the recordings.
- The information collected in this interview will be kept confidential and no information will be linked to a certain individual or the organisation during the data analysis, interpretation and reporting period.

Questions:

1. How do you understand the term change management?
2. Please define your views about the status of organisational change management in your organisation.

3. What are actions that you believe employees can take on their own to improve the change management in their workplace?
4. How is your organisation dealing with organisational change management?
5. How can change management methods be used to improve the change management status quo in your organisation?
6. Who do you think should participate in the planning and implementation of strategies for managing change?
Your comment on their specific roles can be concentrated around three following levels:
 - a) *Technical employees*
 - b) *Supervisors/managers*
 - c) *Directors*
7. How do you find *Land Folio* to be working?
8. Were you informed about *Land Folio*?
9. Were you trained on *Land Folio*?
10. Are there any other comments on organisational change management that you would wish to share?

A semi-structured interview of directors on organisational change management

Introduction

This interview serves to obtain employees' perception of the level of organisational change management in their organisation as well as to determine not only factors but also strategies and frameworks that must be considered to manage organisational change at Land Administration Authority.

- This interview will take about 20 minutes.
- Take note that no names are being written down and the researcher is the only individual that will have access to the recordings.
- The information collected in this interview will be kept confidential and no information will be linked to a certain individual or the organisation during the data analysis, interpretation and reporting period.

Questions

1. In your viewpoint, what is the status of organisational change management at the LAA?
2. What is the role of leaders in your organisation regarding change management?
3. Which factors are the stimulus of organisational change in this industry?
4. Which strategies could improve the status of change management at the LAA?
5. What are sources of resistance to change?
6. What are the possible solutions to overcome resistance to change?
7. Which strategies necessitate crucial attention pertaining to organisational change management?
8. Were employees' views incorporated on how their work can fit in *Land Folio*?
9. Did employees receive adequate training on *Land Folio*?
10. Are there any other comments related to organisational change management you would like to share?

Appendix 2: Permission Letter from the Land Administration Authority



Date: 25th March 2022

Our reference: 01.0.9

Lerotholi Road
PO Box 11856,
Maseru 100
LESOTHO
Web: www.laa.org.ls
Email: info@laa.org.ls
Tel: +266 22214100
Fax: +266 22313303

Ntseboheng Thaele
Ha-Thetsane

Maseru 100

Dear Madam

RE: PERMISSION TO UNDERTAKE INTERVIEWS AT LAA

With regards to the above-mentioned subject, kindly note that you have been granted permission to conduct your interviews in our organization. The permission is accorded solely on the study entitled "Organizational change management".

We hope that the information you are to gather from the Authority will be of value towards your study.

Kind Regards


.....
Tankiso Sephoso
Director Corporate Services

Appendix 3: Ethical Clearance Letter



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

08-Nov-2022

Dear Ms Nteboheng Thaele

Application Approved

Research Project Title:

The Evaluation of Organisational Change Management Processes at the Land Administration Authority

Ethical Clearance number:

UFS-HSD2022/1468/22

We are pleased to inform you that your application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

Adri
Du
Plessis
Digitally signed by
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