Change Management in the Asset Creation Department
Of Eskom Northern Cape Operating Unit

By

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Field study submitted to the UFS Business School in the Faculty of Economic and Management Sciences in partial fulfilment of the requirements for the degree of Master in Business Administration at the University of the Free State

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12 September 2023

CERTIFICATION

I hereby certify that the content of the assignment is my own and original work and that all sources have been accurately reported and acknowledged, and that this document has not previously been submitted in its entirety or in any part at any educational establishment.

DECLARATION

I declare that the field study hereby handed in for the qualification Master 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/in another university/faculty.

I also hereby cede copyright of this work to the University of Free State

Signed: Hudson Molala

Date: 12 September 2023

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ABSTRACT

The objective of the study was to explore the impact of change management within the Eskom Northern Cape Operating Unit (NCOU) in the Asset Creation Department and develop recommendations to the organisation on how best to implement change management in future. Despite changes in its external and internal environment, Eskom's founding values have remained the same, which include supplying constant electricity without interruption across the country. The company's inability to supply electricity has led to various challenges, including high debt ratio, low staff morale, corruption, unsustainable business methods, poor operational performance, overstaffing in certain areas, deteriorating reputation, poor financial management, as well as declining customer satisfaction.

The study found that change management has placed pressure on the current employees who have to work with limited resources, affecting their morale, productivity, and workload. If these challenges are not addressed effectively, they would have a direct negative impact on Eskom's NCOU operational targets, namely to supply constant electricity and maintain the existing electrical infrastructure.

A quantitative research methodology was adopted in this study. A questionnaire was developed for the NCOU employees which covered a range of aspects concerning change management. Various sets of questions dealt with the uncertainty during the change management process, for example, whether the employees had been offered early retirement packages, whether they had been retrenched, and whether new or existing vacancies had been filled on time or not.

The study also investigated the impact of change management with regard to its time frames, employees' responsibilities, skills and educational level, principles and methods of communication, the transparency of the process and whether employees were engaged on the changes or not. The findings showed that, at an organisational level, change management might have led to loss of productivity, loss of experienced employees, reduced performance, and increased workload among the remaining employees and a loss of confidence in management. On an individual level, the impact was found to be low morale, uncertainty about the future of the organisation, increased anxiety and stress, and other health and awareness issues.

On the opposite side, some participants agreed that there was clear and effective communication, the company followed the relevant policies and procedures, and employees were engaged on the outcomes of the process.

The overall assessment revealed that the change management process was not managed properly and there is a room for improvement as highlighted in the recommendations.

Although many employees had clarity about their roles and responsibilities, they felt discouraged and were unsure about their future with Eskom. This, in turn, led to a loss of productivity. Therefore, Eskom should put measures into place that can provide more certainty to employees and limit potential loss of production.

As a result of the duration of the change management process, employees began to lose confidence in management, which may lead to many unintended consequences, such as a loss of control over the process by the management. Again, reasonable and realistic time frames would strengthen the trust in the employee–employer relationship, as well as having clear goals and direction.

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Introduction

Eskom was established in 1923 as a power utility organisation that generates, transmits and distributes electricity in South Africa and other Southern African countries such as Botswana, Zambia, Zimbabwe and Mozambique (Eskom Factor, 2017). The organisation generates electricity in power stations and distributes it through electrical power networks until the final phase of domestic usage in homes and industries, billing customers for their usage. According to Eskom's Corporate Business Plan (2010-2020), the company has undergone both external and internal environmental changes. However, its foundational core mission has never shifted focus, and the company continues to dominate electricity supply in the countries mentioned above.

Eskom's failure to meet the electricity demand has been exacerbated as the National Energy Regulator of South Africa (Nersa) capped the hike of electricity tariffs at 9.6%. In this 2022 financial year, Eskom was forced to borrow additional funds on top of its existing debts to maintain uninterrupted electricity supply (Antoinette, 2022). However, the electricity price increases negatively impacted the country's already struggling economy (Eskom Factor, 2017), as many consumers could not pay their bills. To address this crisis, Eskom repositioned its vision and mission within the market, which led to changes within the organisational structure, necessitating the implementation of change management.

The Asset Creation Department in Eskom Distribution is mainly responsible for maintaining, constructing, and operating distribution assets to ensure a reliable power supply that meets consumers' demand (Eskom Corporate Business Plan, 2010-2020). This department focuses on Eskom's short- and long-term plans, which include the initiation, planning, execution, and maintenance of all asset projects within Distribution while taking into account factors of time, money, and quality (Eskom Corporate Business Plan, 2010-2020). Therefore, a lack of proper change management within the Asset Creation Department will, directly and indirectly, affect Eskom's short- and long-term goals of ensuring a reliable power supply.

The study sought to understand, explore, and critically analyse the change management implemented at Eskom. The aim was to identify solutions and interventions that could assist managerial and non-managerial employees within the bargaining unit in dealing with change management in the Asset Creation Department of Eskom Distribution in its Northern Cape Operating Unit (NCOU). The results confirmed that the aim of the study was reached and will be shared with senior management in the form of recommendations which would hopefully be implemented.

1.2 Background

South Africa has experienced numerous instances of load shedding since early 2007. This continuous cycle affects most South African communities, raising questions about the sustainability of the power supply's quality. The escalating electricity demand has also led to various crises at Eskom, including a high debt ratio, low staff morale, corruption, unsustainable business methods, poor operational performance, overstaffing in certain areas, a deteriorating reputation, poor financial management, and declining customer satisfaction. Load shedding has impacted every citizen in the country, from consumers and businesses to Eskom employees.

Eskom has attempted to find solutions to address these challenges. Senior executive leadership has engaged with labour unions and Eskom employees in extensive repositioning and strategic review processes. Both external and internal forces drive the organisation towards change. External forces primarily originate from outside, such as political pressure, technological advancements, and social changes, while internal forces come from within the organisation, involving human resource problems and managerial issues (behaviour and decisions).

Change management has both negative and positive impacts on employees, with the responsibility lying with managers to facilitate, lead, and manage the embracement of transformation for a smooth transition (Garber, 2013, p. 48). In a recent study, Mittal (2012) suggested that organisational structures and operations must either adapt to change or face decline due to rapid technological innovation, intense competition, political influences, and government interference.

The consequences of change management must focus on the organisation's business operations and strategic positioning, according to Fellman (2010, pp. 1-3). This involves re-evaluating existing structures, optimising processes and procedures, and maximising the potential of personnel delivering services. By embracing these core elements of change management, organisations can significantly reduce operational costs, enhance personnel performance, increase sales, and meet customer expectations (Fellman, 2010, pp. 1-3).

Change and restructuring have the potential to enhance organisational performance, offering opportunities for job responsibility, promotion, and skill showcasing in a new environment. These options can lead to improved skills and career development. However, change management can also strain staff–management relations, causing tension and conflict among employees in various departments of the organisation (Koper & Richter, 2014).

While some studies show various benefits of organisational change, others outline the adverse effects of change management on employees. According to a study by Longe (2013), both managerial and non-managerial personnel have experienced negative implications due to the lack of change management and restructuring across Africa, Europe, America, and China. The study reveals indicators such as a lack of commitment, job insecurity, low motivation, and overall job dissatisfaction after change management and restructuring. Koper and Richter (2014) support these findings, explaining that a lack of change management negatively affects both managerial and non-managerial employees. These negative effects manifest as increased work-related stress, changes in products and services, and changes in professional roles.

In response to the potential negative effects of change management on employee behaviour, Jones (2010) encourages organisations to involve employees in decision-making during the change management process, whether driven externally or internally. However, at Eskom, the change management implemented recently seems to have been an intense and sensitive matter left primarily to senior management.

The absence of change management has brought Eskom to a standstill (Eskom Factor, 2017). High-level skills have been lost as experienced engineers joined other organisations or retired early. A shortage of skills related to the maintenance of existing power stations arose due to perceived corruption within the power utility. Employees sought to safeguard their careers by voluntarily resigning. Furthermore, the utility has been bailed out multiple times by the South African government (Eskom Factor, 2017) due to non-performance and its inability to meet financial obligations, including salaries. However, these financial injections did not alter the company's trajectory, resulting in unintended consequences like negative impacts on suppliers, declining staff morale, broken customer trust, and overall damage to reputation (Eskom Factor, 2017).

Arguments in favour of fairness, a sense of belonging, employee participation, and increased staff morale based on organisational values and culture have been presented. Employee participation is facilitated by their deeper knowledge and skills, which enables informed executive decision-making and change management within the organisation.

Eskom's struggle to provide sufficient, sustainable energy in the Northern Cape Province is mainly attributed to aging infrastructure that has been neglected with regard to maintenance for many years. The increasing demand of electricity necessitates the construction and maintenance of new infrastructure. With these demands, both managerial and non-managerial employees seem to be negatively affected by the lack of change management, impacting their job performance. This issue concerning employees warrants further study, leading to the following problem statement.

1.3 Problem statement

Over the years, the issue of employees lacking the necessary skills to adapt to new norms and/or changes within an organisation has attracted increased attention. This study was of the view that Eskom employees were not consulted when proposed changes were made within the organisation. Eskom operates across South Africa, and instances of power drops have highlighted the organisation's inability to sustain the demand. Similarly, the NCOU covers a vast geographical area with extended and ageing power line infrastructure, necessitating a significant workforce. Regrettably, many semi-skilled workers left when the organisation introduced some changes without adequate consultation or training provision. Consequently, several initiated projects have been delayed, insufficiently funded and mismanaged due to substantial human resource shortages.

When key employees resigned or transferred to other locations, the Human Resources Department was unable to fill the vacant positions promptly. However, this was not the sole contributing factor to the challenge. The lack of formal training and evaluation within Asset Creation in the NCOU also hindered the proper implementation of change management. These combined factors are affecting the performance and functionality of the organisation. Previous research shows that a move towards transformation necessitates having a well-established and monitored change management process in place prior to implementation. This would ensure a smooth transition towards the organisation's sustainability.

In this study, the researcher aimed to explore and critically analyse whether managerial and non-managerial personnel within Eskom's NCOU adapted to change management and whether the process of change management was adequately implemented by Eskom which had a potential shifts in their workplace roles. The study results enabled the researcher to formulate and recommend strategies that could help to reintegrate managers and non-managerial employees into the functioning and sustainability of the NCOU.

1.4 Research purpose and questions

To achieve the purpose of the study, the following questions were addressed:

1.4.1 Research questions

- Has the management sought input from the staff and gauged their reactions to the proposed change?
- What critical steps were followed in the change management process?
- What lessons can be learned from the proposed change management within the Asset Creation Department of Eskom's NCOU?

1.5 Research objectives

The study adopted a total of six objectives, one primary and five secondary.

1.5.1 Primary objective:

- To understand the change management in the Asset Creation Department in Eskom's NCOU.

1.5.2 Secondary objective:

- To conduct a literature review on change management.
- To identify staff's response to the proposed change management within the Asset Creation Department in Eskom's NCOU.
- To evaluate the fairness of the change management for all staff, considering their on-the-job training, formal qualifications, required skills, and experience.
- To determine the level of comfort of all employees involved in the proposed change management process.
- To identify and implement interventions for improving the change management as experienced by managerial and non-managerial employees in the Asset Creation Department in Eskom's NCOU.

1.6 Preliminary literature review

Organisations are faced with difficulties on a daily basis. A lack of change management has become a significant challenge within organisational operations. This challenge arises because change affects individual employees differently. Khalid (2011) contends that employees might feel distressed and uncertain about the future and develop a fear of the unknown. This, in turn, could render them incapable of dealing with new changes on the horizon.

From another viewpoint, organisational change is a specific response to a shift in both the global and local macro environments in which it operates (Khalid, 2011). Thus, change can be defined as an organisation's continuous adaptation to a new environment, enabling it to respond better to new ways of operation. Jones (2010) advocates for employee involvement and participation during this process. Moreover, the involvement of all staff and offering of emotional support across all levels can significantly reduce the resistance that comes with change across organisations worldwide.

Moran and Brightman (2001) define change management as the continuous improvement, repositioning, and renewal of an organisation’s goals, direction, capabilities, structure, and workforce. This is done to successfully serve the evolving needs of both external and internal customers within the changing environment. The occurrence of change does not depend on the organisation’s size or its duration of existence, but occurs at any point in time across businesses worldwide. Change can unfold at a rapid pace, driven by technological innovation and shifts in products and services. Therefore, organisations must be able to adapt swiftly to ensure their development and survival (Alvesson & Sveningsson, 2008).

Paddey and Rousseau (2011) argue that the benefits of change management mainly may includes economic operations downscale and saving costs, for example, in the automotive industry, which had to change its operations to achieve greater efficiency. Change management in an organisation provides opportunities to move into different directions, away from outdated organisational methods of doing things, and learn more flexible design approaches. Such changes can encompass the re-evaluation of existing human resources management practices, adopting more commonly used techniques to ensure the success of the organisation. Any other aspects of human resources will either help decrease or increase the employees’ capabilities, competence, and new skills required to meet the current and future operational targets (Hanes, 2009).

Change management and its effect on human resources are well documented and readily available for any organisation seeking guidance. However, the approaches and methods might differ significantly from one organisation to another, based on the unique operational environment. According to Karim (2006), change within any organisation is accompanied by uncertainty, insecurities, and fear among employees. Changes at a particular place and time can trigger many surges of other realignments that are more difficult to predict and gauge.

In the change management process, employees pay attention to detail and focus on the period of uncertainty and the perceived consequences of inadequate change management. Their primary concern centres on their personal circumstances, if the initial change management process lacks proper foresight and coordination, it creates uncertainty among employees, which manifests as questions, including, but not limited to:

- Will I lose my current position and, consequently, my job?
- Will my responsibility for specific customers be taken away?
- Will the division of my position be abolished?
- Will I have to deal with a new manager/supervisor or colleagues?
- Do I have other options?
- What impact will this have on my career?

Figure 1 below is the Kubler-Ross model for the human response to change management.

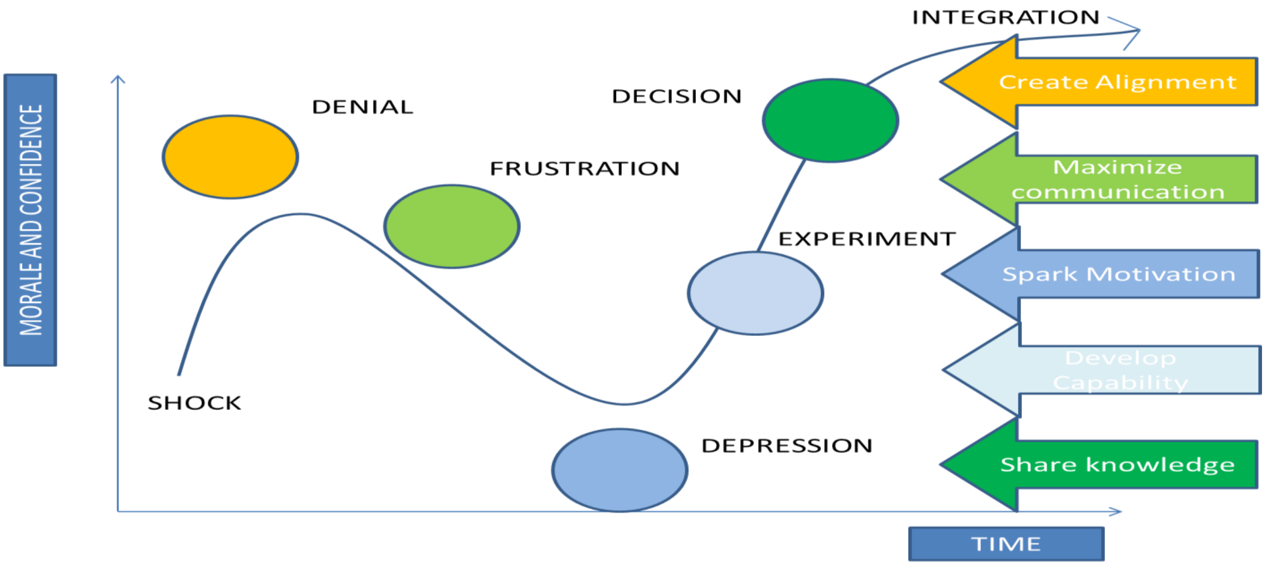


Figure 1: The Kubler-Ross model for the human response to change management

Source: Kubler-Ross and Corr (2020, pp. 294-322)

Stage 1 of the human response to change:

Shock and denial: Often, the average individual's first response to change is shock, followed by denial. The initial shock does not last long, although it can inadvertently lead to a temporary reduction of productivity. The response differs from one person to the next, with some individuals seeking guidance. Reassurances are needed, namely that employees will be taken through the supporting steps amid the change in the organisation (Kubler-Ross & Corr, 2020, pp. 294-322).

Stage 2:

Depression and anger: Following the first stage, employees often start to develop signs of anger and rising stress levels, and they look for a scapegoat. They come up with reasons for blaming the organisation or specific individuals for initiating change in the way things have normaly being done (Kubler-Ross & Corr, 2020, pp. 294-322).

Stage 3:

Integration and acceptance: At this point, having survived the darkest stage of change, staff become enthusiastic about the new expectations and start showing optimism. Employees realise that change is inevitable. Only now are they able to engage with the change, embracing it rather than working against it. This, in turn, can boost staff morale and enhance the productivity of the organisation (Kubler-Ross & Corr, 2020, pp. 294-322).

Resistance to any form of change is an attempt to oppose a change in the status quo. This resistance hinders and impedes any effort of the organisation to achieve its goals. The inability to adapt to change has been identified as a key factor contributing to challenges in realising organisational change. It is also one of the main reasons why organisations fail (Kubler-Ross & Corr, 2020, pp. 294-322).

Coetzee and Stanz (2016, in Barkhuizen & Bell, 2011) mention that certain factors influence employee behaviour, attitude, and resistance to change. These factors include managers' ability to manage change, the extent of communication about the change, the clarity of change objectives and initiatives, and lastly, the extent of employee involvement and participation in the change process.

Recent studies have shown that change management is inevitable. Low and Kemp (in Masa'deh & Altamony, 2015) suggest that organisations must prepare, inform, and guide their employees in the transition to new practices and processes. The aim is to influence their thinking and attitude towards change which would drastically reduce any resistance to it. Alwadani (in Masa'deh & Altamony, 2015) further posits that change management, paired with an available support structure, has the ability to address and influence employees' feelings and attitudes towards the change and its implementation. Alwadani also outlines the three phases of the framework for change management:

a) Formulation and gathering of knowledge,
b) Assessment and implementation of the change management strategy, and
c) Status and monitoring evaluation.

Figure 2 below, is the three phases of the framework for change management:

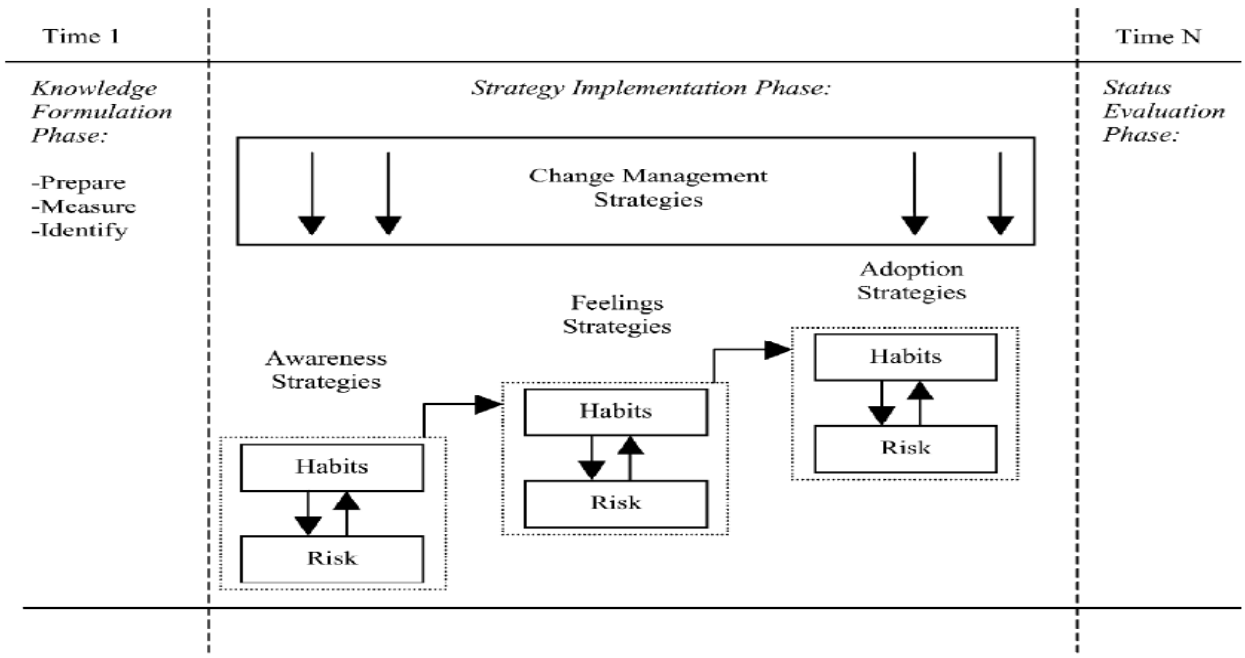


Figure 2: The framework suggested by Alwadani

Source: Masa'deh and Altamony (2015, pp. 146-148)

On the other hand, Lewis's theory of change has identified four prominent approaches to change management that are interconnected (Masa'deh & Altamony, 2015):

a) Theory of field,
b) Three-step model,
c) Research action, and
d) The dynamics of the group.

To understand the root cause of a situation, it is vital to first identify the sources or origins of influences as they directly impact the individual's involvement and group structures in the environment in which they operate. Furthermore, the group's attitude originates from how they communicate their stance, and, in most cases, the influences are similar (McGarry *et al*., 2016).

Lewin (in McGarry *et al*., 2016) defines research action as a tool that identifies and influences certain behavioural patterns within a group. The outcomes of the research action rely heavily on the realistic time frame for which the procedures also include establishment, planning, and action. Williams and McAnaney (2018) argue that the primary objective of action research is to enhance the form of transformation by uncovering solutions to familiar problems by learning their root causes. However, action research does not give us the change that the three-step model advocates – unfreezing, transitioning, and re-freezing – and thus does not lead to a sustainable change.

Despite willingness to overcome resistance during change management and support for those in favour of the change, the path has not been smooth at Eskom. According to Lewin (in McGarry *et al.*, 2016), it is often assumed that all organisations are continuously operational, but more importantly, that employees should be prepared for any change before it is initiated. Therefore, employee awareness of what lies ahead is pivotal to successful change management.

Three other key concepts from the literature are discussed below.

1.6.1 Kotter's eight steps for leading change

According to John Kotter, organisational change fails frequently due to management's error in judgment during implementation and a lack of employee involvement and participation (Kreitner & Kinicki, 2015). He proposed eight steps to leading organisational change, namely:

a) Creating a sense of urgency,
b) Guiding coalition,
c) Formulating short-term strategies,
d) Providing changes and consolidating the gains,

e) Exploring and seeking alternative approaches within the organisational culture,
f) Developing a long-term strategy and the vision of the organisation,
g) Communicating and sharing a required vision of change, and
h) Empowering the broad-based mission.

1.6.2 Change model of systems

Any lack of change management in an organisation, whether big or small, has effects throughout the organisation. The change model of systems offers a framework for managers to detect, assess, and determine what needs to change and to critically evaluate the success of efforts that the changes have brought about (Zubair *et al.,* 2015). The model consists of four interrelated components: input plans, strategic plans about change, targeted elements of change, and output plans.

1.6.3 Organisational development change

Organisational development is focused on creating a long-lasting relationship among employees. Some organisations put in great effort and emphasise the idea of living and working together more effectively. Furthermore, organisational goals are achieved successfully by applying the principles of behavioural science, and theories, and methods adopted from other fields of study such as management science, psychology, education, and sociology (Kreitner & Kinicki, 2015). Riany *et al.* (2016) pointed out the importance of leading organisational change management. Results should be communicated to all and be measurable, which will lead to transparency with regard to any lack of a change management process.

1.7 Research methodology

1.7.1 Research design

Since an analysis of numerical data was required to reach its findings, the study followed a cross-sectional research design in which a quantitative approach was applied. Bougie and Sekaran (2016) define cross-sectional research as research that focuses on a particular case at a specific point in time to guide the researcher in answering specific research questions. Another reason why a cross-sectional quantitative approach was found suitable for the current study was because data were to be collected within a month at Eskom, and no additional data collection was envisaged afterwards.

Tewksbury (2009) supports the quantitative approach as a more “scientific” way of conducting research in the social sciences. Quantitative research can be broadly classified into two main categories: non-experimental and experimental (Pieterson & Maree, 2007, pp. 214-223). The non-experimental category refers to research that is often associated with being descriptive and where units that participate in the studies are measured against all relevant variables at a specific point in time (Pieterson & Maree, 2007, pp. 214-223).

No control room of culture and groups, no influence of any variables took place in the study, and no experimental measures were afforded opportunity included in this study (De Vos *et al*., 2011).

Hart (in Burger *et al.*, 2016) observed that the literature review of any study improves the researcher’s knowledge on the topic and corroborates the work done in the field. In this study, the main aim was to determine how well the employees responded to proposed change management and to critically evaluate whether the change management was fair, without prejudice, to all staff. To achieve this, the researcher had to take into consideration on-the-job training, formal qualifications, required skills for the job, and experience. This information helped during the assessment of the views of both employees and managers on what best could have been done to enable a smooth and fair change management process at Eskom. The interview guide sought to probe more deeply into their nature to serve the aim and purpose of this research. Therefore, after all the literature has been considered, the study adopted a mixed-methods approach (Neuman & Robson, 2014).

1.7.2 Epistemological considerations

Epistemology is the nature of reality ontology. Sources of knowledge can be classified into four categories: intuitive knowledge, which is based on beliefs and faith; authoritarian knowledge, which is based on information drawn from published works and experts in the field; analytical knowledge, which is the creation of new knowledge through the application of logical reasoning; and empirical knowledge, which mainly relies on objective facts that can be established and demonstrated as accurate (Hallebon & Priest, 2012). Epistemology has different branches which include, but are not limited to, essentialism, interpretivism, historical perspective, empiricism, and constructivism.

Change management is complex in nature due to the intersection of empirical processes and human responses. Therefore, an approach of pragmatic positivism was followed (Saunders *et al*., 2019) as this study was quantitative. It used observable phenomena, criteria based on data gathered from participants, and facts as knowledge, as opposed to subjective values of participants. A non-experimental research design was employed and undertaken (Hallebon & Priest, 2012).

1.7.3 Sampling strategy

De Vos *et al.* (2011) define a sample as a measurement of subset numbers drawn from a particular population in which a researcher has a specific interest. When conducting sample studies, inferences and conclusions can be drawn about a specific population of people in particular area and or space.

Non-probability sampling has a deliberate aim and a predetermined outcome selection of individuals in a specific section of a bigger population size (Patton, 2002). This selection of individuals from the Eskom population was expected to provide rich data that could contribute to an in-depth study, answering the research questions outlined in paragraph 1.5 of this study (Patton, 2002). Therefore, for the primary purpose of the study, non-probability sampling, with the specified sampling size, was deployed. The researcher focused on the Asset Creation Department of Eskom's NCOU, which is a subsection of the organisation. This department has been significantly affected by the change management within the NCOU. The researcher expected that a deep understanding of change management and its impacts in this field could be drawn from this department. Also, the assumption was that the findings could be generalised to the rest of the organisation for a broader overview.

A survey approach for non-sampling was used. A total of 120 possible employees from NCOU Asset Creation were included in the study for data collection which took place within a month.

1.7.4 Data collection method

According to Bird (2009), a questionnaire is a well-established tool commonly used in social sciences research. It is specifically designed to collect information from participants regarding culture, age, social character, present and past behaviour, beliefs, reason for action and standard behaviour, and attitude in respect of the topic under investigation.

Ancompiled guide was compiled to identify suitable literature to be reviewed on the analysis of change management. It was also used to evaluate whether the change management investigated in the study was fair without prejudice to all staff. In this way, the researcher was able to determine whether all employees had been comfortable with the proposed change management and to make recommendations applicable to the entire company. Questionnaires were distributed via email, and participants were encouraged to complete and return them via email or hard copy. A five-point Likert scale was used for each item of the questionnaire.

1.8 Demarcation of the study

In this research report, some terms were used interchangeably, such as "company," and "organisation" and "Eskom"; "lack of change management," and "restructuring." As mentioned in earlier, the study aimed to explore and analyse the lack of change management strategies at Eskom's NCOU Distribution Division, specifically the Asset Creation Department as this department experienced a lack of change management, involving 120 employees. These 120 managerial and non-managerial employees were the targeted population and included line managers, electrical and civil engineers, project coordinators, administration staff, designers, draughtsman, land surveyors, environmental practitioners, GIS technicians, and land and rights practitioners.

This study is positioned in the field of human organisational behaviour. A lack of change management in organisations has been receiving more attention from the researchers recently as it is impprtant corporate strategy in achieving current and future coporrate objcetives. Barkhuizen and Bell (2011) suggest that the most successful change management initiatives in organisations result from strong employee commitment and high involvement.

1.9 Ethical considerations

Ethics is a philosophical consideration of the principles that guide human behaviour and what is good or bad (Bayley, 2014, pp. 15-18). In conducting this research, the following ethical considerations were adhered to:

- Informed consent: The process and procedure undertaken in the study were made available and fully explained to the participants, and they were told of the consent form required to be signed. This was the first step to ensure individual independence.
- Objectivity: The researcher and author of this report aimed to draw factual conclusions based on the actual data collected without any personal input. The focus was on data collected only from participants during the study, and the researcher did not at any point during the study had any personal opinion or influence on the study itself.
- Privacy rights: The participants' privacy was, and will be, upheld and respected even after the conclusion of the research (McShane & Von Glinow, 2010). The participants were informed of their rights to allow or restrict any publication of their information.
- Ethical data collection and management: Data collection, management, and interpretation were dealt with in an ethical manner, which means protecting the participants during and after the data collection. Data were, and will be, used without adding any information. Thus, the study was in no way guided towards a specific outcome.
- Questionnaire consent: Consent to send the questionnaire was requested and granted from the Asset Creation manager of Eskom's NCOU Distribution Division. The high possibility that this study could potentially add value to change management for the whole organisation was used as motivation.

These research guidelines were upheld as the cornerstone of all stages of the study.

1.10 Structure of the research report

Chapter 1

The background, introduction, and orientation to the study were outlined. This chapter indicated the importance of the study and highlighted its aims and objectives. The research questions and literature sources were discussed, and the demarcation of the study was presented. The chapter concluded with the ethical considerations and the structure of the report.

Chapter 2

This chapter forms part of the theoretical overview of change management. It presents the literature review, which focuses on factors influencing change management and processes that help to deal with change resistance.

Chapter 3

This chapter provides the overview and the direction of the research methods and methodologies used in collecting data, sampling data, and, more importantly, managing and analysing the data.

Chapter 4

This chapter discusses the strategies and techniques used for improving change management in an organisation in the most sustainable way as documented in the International Labour Organisation of South Africa Act No. 6, 2014: Labour Relations Amendment Act, 2014, read together with Labour Relations Act, 1995 [No. 66 of 1995].

Chapter 5

This is the concluding chapter. It summarises the research, arrives at a final conclusion, and comments on the limitations of the study. Most importantly, it makes the recommendations that Eskom might adopt in the future when exercising change management.

1.11 Conclusion and recommendation

This study explored and critically analysed change management in Eskom, outlined in the background and literature review. The study assessed the impact of a lack of change management with regard to staff morale, productivity, and staff performance in the Asset Creation Department of Eskom’s Distribution Division. The aim was to compile recommendations for senior managers at the executive level on how effective change management can help them to make strategic decisions regarding change in the future. From the findings, in-depth guidelines can be deduced for future change management for the benefit of both employees and the organisation.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Chapter 1 outlined the study by providing the background of the research problem, namely impact of change management on the managerial and non-managerial employees of the Asset Creation Department in the NCOU. It also provided the research questions which this study sought to answer.

The main aim of Chapter 2 is to give the reader insight into the concept of change management and the different approaches to be taken in this process. The discussion includes the purpose and goals of change management, confrontation in and barriers to the process, and lastly, the internal and external forces that influence change management. It will become clear that the way in which organisations approach and introduce change management determines the failure or success of the process. Because there is always some level of uncertainty regarding the environment in which an organisation operates, senior management must understand the processes and procedures of change management in a systematic context.

A sufficient reliable body of literature on change management has been developed over the years. Organisations are continuously evolving, innovating, and adapting to the rapidly changing economic environment in which they operate. Change management should be continuous since organisations operate in different contexts that necessitate an adaptation of change management approaches at particular points in time. This affects the way in which employees view change management at a specific time. In addition, methods used in change management vary from one period to the next. More importantly, these approaches can be complementary at one time, while contradictory at another.

Organisations have differing viewpoints on change management. Some organisations assess it based on the speed with which it takes places, the value it brings to service, or a particular outcome that the organisation hoped to have achieved. Therefore, organisations have choices regarding a specific approach to change management. However, management must first assess the current state of things, and then act to help the organisation reach its desired objectives and goals. In so doing, management will inevitably follow certain moral guidelines of the change management process.

2.2 Principles of change

The principles of the change management process are:

a) Change management can be enabled but cannot be managed daily.
b) Change management should be linked to performance outcomes and business goals.
c) Acquiring enough resources for change management is strategically vital and an evolutionary process.
d) Change management is complex because change in itself is a complex phenomenon.
e) Change management requires an understanding of the small-scale version of the overall system.

2.3 Organisational readiness for change management

For any organisation to embrace change management and implement it successfully, the first step is to accept that change management is needed. Therefore, the personnel and hierarchy of the organisation should be equipped to deal with the change management process. To assess the organisation's readiness for change, a few conditions must be present. First, effective leadership and senior management need to be in place at all levels of the organisation to drive corporate performance and the ability to effect change management. Companies might have the best benefit packages within the market in which they compete, however, when their leaders are not competent, the employees will most likely be discouraged from embracing change and resist change management initiatives.

Secondly, employees must be both willing and motivated to change. This is usually preceded by feelings of complete dissatisfied with the current ways of operation, followed by a desire to make efforts to change and take on the responsibilities that come with initiating something new. Lastly, the collaboration of work at hand and the organisation's ability is more important between the two parties, especially when people are willing and motivated.

Nevertheless, factors such as employee resistance could hinder successful organisational change, because change might create unwillingness among employees, sometimes making it highly impossible for change management to take place (Skarlicki & Folger, 1991).

2.4 Change management

According to Robbins (1993), change in particular is concerned with how you make things different. McAnancy and Williams (2010, p. 33) point out that change alone is perceived as the most respected and supplement of awareness in its own right, and not a procedure done after the outcomes of particular concerns have become available. Furthermore, change cannot be regarded as an event, but a process, with procedures that are implemented over time. Change is inevitable because the economic environment is continuously changing and adapting (McAnancy & Williams, 2010, p. 33).

Change management, together with interventions of change, are planned sets of actions to make something different. This process is quite complex and a non-linear endeavour that requires perseverance. Creativity, imagination, and patience are required to endure through the process of change (Neuman & Robson, 2014).

2.5 Forces of change management

Although companies are often required to go through organisational change, resistance to change is inevitable. And, frequently, resistance emerges before the implementation stage, as soon as indicators of change are visible on the organisational horizon (Kreitner & Kinicki, 2015).

In many instances, organisations are met by various forces of change management. These forces could be from outside or inside the organisation, pressuring for change. However, insight into both types of forces puts leaders and managers in a better position to choose when and why they should execute the required organisational change management. The two types of forces are discussed below, each with examples.

2.5.1 External forces of change management

Organisations cannot control forces from outside, such as changes in technology; however, preparing for changes in innovation and technology will help organisations to adapt during such times. Since external forces come in different forms, they have a global effect on the sustainability of the organisation.

2.5.1.1 Technological innovation

According to Kreitner and Kinicki (2015), the use of technology in organisations improves business operations, competitiveness, social interaction, productivity, stakeholder relationships, and customer service. The modern workplace requires such innovations to promote the resilience of the organisation. It is thus no surprise that the use of technology has significantly changed modern life in all aspects, for example, remote working and the speed with which information can be transmitted and received. This became pertinent especially during the Covid-19 pandemic.

2.5.1.2 Demographics

The work environment of the 21st century has embraced employees from diverse cultures, bringing them into one space to achieve a common purpose. In this way, the understanding and tolerance of different cultures have become a daily reality. In South Africa, for instance, many women have been promoted to positions of authority. Also, the number of female Eskom staff members has grown tremendously compared to 10 years ago.

Many organisations have adopted cultural diversity as a competitive strategy which requires the organisation to offer a conducive working environment and manage cultural diversity to encourage the optimum involvement and commitment from its entire workforce (Kreitner & Kinicki, 2015).

2.5.1.3 Political pressure

Organisations do not operate in a vacuum; the space in which it operates is mainly affected by the political landscape of the particular country. Unfortunately, organisations find it hard to control politics which tend to find its way into the organisational operations, for example, high electricity costs. In addition, the outcomes and effects of global change put pressure on the organisation to implement innovative ways of production (Kreitner & Kinicki, 2015).

2.5.1.4 Market changes, customer relations, and shareholders

Financial markets are characterised by uncertainty and are affected by several factors, such as exchange rate, prices of goods and services, and government taxes which, in turn, affect production costs. Furthermore, large multinational companies threaten smaller organisations through competition and control of particular products (Kreitner & Kinicki, 2015).

Shareholders act as a safeguard against abuse of senior management, for example, when excessive compensation packages are paid to the executive leadership of an organisation as a result of lapses in ethical duty during organisational change.

2.5.2 Internal forces of change management

Internal forces can be controlled by the organisation and managed and monitored from within. These forces include conflict, performance, job satisfaction, staff morale, managerial behaviour, and human resources.

2.5.2.1 Human resources

Human resources relate to employees' views on how well they are cared for in their workplace and issues emerge when there are discrepancies between the demands and desires of the organisation and the individual. These issues, in turn, could lead to problems such as absenteeism, low staff morale, and resistance to change. Organisations can adopt different approaches to job design to reduce conflict, work overload and stress levels of employees by referring them to professional help inside the organisation (El-Dirani *et al.*, 2019).

2.5.2.2 Managerial behaviour

A high level of conflict between the employees and managers is an indicator of a need for organisational change management. For an organisation to function optimally, both employees and managers may be referred to skills training to correct the wrong/inappropriate behaviour. In addition, poor leadership behaviour results in failure to lead, show direction, and support all employees, which could escalate to more severe problems, which then requires change management to be initiated (El-Dirani *et al.*, 2019).

2.6 Goals and purpose of change management

Change management is a continuous process over a period, rather than an event, occurring in all organisations. Hence, organisations need to be prepared to respond to both planned and unplanned changes. For the purpose of this study, the focus is on planned change management. Strategic change management is intended to create an improved working environment, comprising conducive and diversified working conditions. In so doing, the organisation's productivity can improve, as well as its profits, while employee perceptions, behaviours, and feeling of belonging to the organisation are expected to improve (Onyeneke & Abe, 2021, pp. 403-415).

2.7 Resistance to change management

More often than not, employees resist change, which may hinder the change management process or render any attempt irrelevant. It is of the utmost importance that senior managers provide awareness workshops to educate employees on the reasons why change is needed, where it originates from within the organisational structure, and how it can be done best. In this way, any fierce resistance could be reduced before it can take a grip on employees.

There are several factors contributing to opposition to change, of which the leading factors are uncertainty, stress, and personal discomfort. Change in an organisation comes in different forms and at different time periods, which could be the cause of increased stress levels among not only individual employees, but the whole organisation itself. Nonetheless, whatever the change outcome, it determines the responses towards the change management process (Bruckman, 2008, pp. 211-219).

The below Figure 3 represent the resisdance to change dynamic model

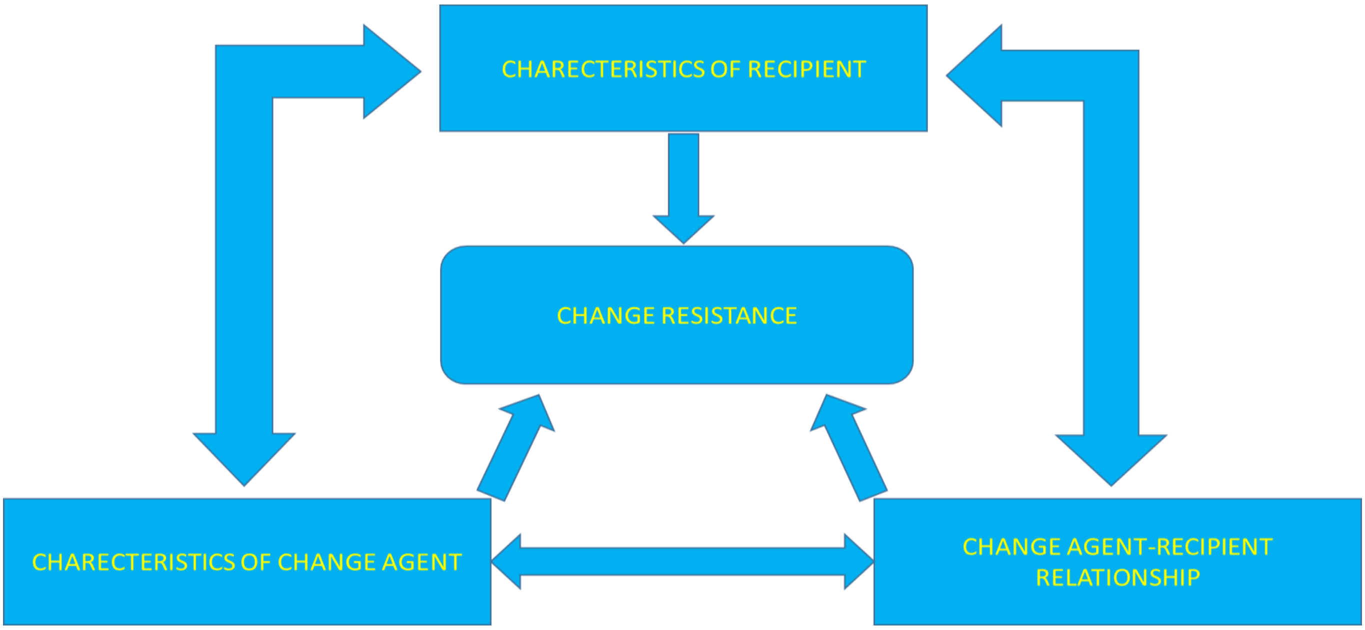


Figure 3: Resistance to change dynamic model

Source: Kreitner and Kinicki (2015)

Employees are the primary group of individuals who experience change resistance in an organisation, because of the following reasons:

a) Fear of the unknown: Most people are uncomfortable with uncertainty. As such, they do not feel confident that change will affect them positively. Hence, many people resort to resistance (Coetzee & Stanz, 2016).

b) Habit: People develop means of coping with complex issues, which become fixed patterns of response to similar situations. Over time, people find it increasingly hard to unlearn these patterns and adjust to innovative ways of responding to difficult situations (Coetzee & Stanz, 2016).

c) Insecurities about economic status: Change often threatens job security and, ultimately, income, which is one, if not the greatest, concern of most employees, especially in a volatile economic climate (Coetzee & Stanz, 2016).

d) Mistrust and lack of understanding: Inadequate or a lack of awareness workshops about change will cause resistance in most employees because they do not understand what the change entails and often do not see a need for change. Resistance could also be caused by employees who do not trust the motive behind management's decision to initiate change (Coetzee & Stanz, 2016).

e) Demands of working in a new environment: People resist change because of the fear that the new work environment might demand new skills they do not possess or have not been trained for (Coetzee & Stanz, 2016).

The primary responsibility of an organisation is to instil stability and order in its operations. Resistant forces to change, such as group inertia, cultural inertia, and structural inertia are the primary sources of resistance due to their nature. Although organisations adapt to new horizons, many times organisational culture is preserved, which makes it difficult to change when the need arises and could also be a primary source of resistance. Organisational culture includes the following: beliefs and norms, practices, values, traditions, assumptions regarding the particular way things have been done over time, as well as methods of appointment, organisational hierarchy, and the gender, age, and language of employees (Schumacher, 2003). Whereas change alone is disruptive to the existing norms and groups, organisational culture may be a significant obstacle to change management.

2.8 Overcoming resistance to change management

There is no distinctive way to overcome resistance to change and there are several strategies to be employed:

a) Education and effective communication: A lack of knowledge or communication is frequently regarded as the foundation of resistance. A lack of comprehension regarding the need to change is perceived as the inability to understand its importance, hence the resistance. However, providing awareness workshops would help to reduce resistance among employees by educating them on the rationale for the proposed change. When communication among top management, employees, and stakeholders is aligned and effective, the probability increases that all parties will embrace the change (Bruckman, 2008).

b) Employee participation: Effective participation by all stakeholders is considered the most crucial and practical approach to change management. In light of this, employee participation assists in creating a conducive environment and commitment from participants towards change. If employees are allowed to share input and suggestions, their understanding increases and the decision-making process is enhanced because it is inclusive (Bruckman, 2008).

c) Facilitation and support process: As mentioned above, employees might not trust management's motive with regard to the proposed change. Having an objective representative in such cases might help to reduce the resistance. Some employees might feel incompetent and unable to deal with the new roles that they would be expected to fulfil. In such cases management should seek ways to facilitate the change process, assuring employees and/or offering training and counselling regarding new roles (Bruckman, 2008).

d) Rewards and negotiation process: In some cases resistance is reasonable and based on well-informed opinions and maybe not following the current legislation. Therefore, negotiation is important, and management might need to re-consider their original offer or even offer the trade union something valuable to reduce any resistance from external sources (Bruckman, 2008).

e) Manipulation of process and co-optation: Manipulation is another way of attempting to exert influence with a particular outcome in mind but without following due process. In contrast, co-optation is the process where participation is allowed, but manipulation occurs at the same time. This is common when management is met with resistance and they resort to methods such as distorting information and twisting facts to fit their narrative and make it more appealing. However, this strategy might yield the opposite outcome when trade unions or employees seek clarity. Instead, management could co-opt the most respected leaders within the organisation to play a vital position in the decision-making process. But, again, in such instances, leaders could be bribed with the purpose of reaching specific decisions, instead of seeking their endorsement for a specific course of action (Bruckman, 2008).

f) Coercion: This method involves the application of power, force, and/or threats towards those who resist change. Is this tactic in the 21st century of leading organisations, and who do they get power from? This could take on the form of employees' being overlooked for promotion, threatened to be transferred, demoted or dismissed. Needless to say, this approach is quite dangerous, as blanket coercion intensifies work resentment or create conflicts between employees and management (Bruckman, 2008).

2.9 Change management approaches

There are several common approaches towards change management, which include the systems model of change , Kotter's eight steps for leading organisational change, the Kubler-Ross model for human responses to change management, the Burke-Litwin model as a framework for bordering changes, paradox theory: stress and coping and approach to organisational change, and Gestalt theory of change.

2.10 Systems model of change

This model is based on the fact that any change, big or small, has lasting effects throughout the organisation. Therefore, any change should be treated with the utmost respect as it can lay the foundation for the organisation's future. For instance, a promotion of an employee from a different region may affect the performance of those who have acted in that position and remained within the group and performed well during the interim period. This model provides opportunities for management to identify what needs to change and project the results of such change before it can be implemented. It can also give an indication of the success of such a change process.

The model is divided into four components, namely a) inputs, b) strategic plans, c) target elements, and d) outputs, which are discussed below.

a) Inputs: This component comprises a full outline of the organisation with its mission, vision, and strategic direction. A mission statement defines the business objectives, its target market and how the organisation will engage its business within the parameters of its operations. The vision states the reasons for the organisation's existence and outlines its intention and what is needed to achieve this throughout its life span. The systems model uses a SWOT analysis (Neacsu & Platon, 2019, pp. 30-38) to analyse the organisation's external (opportunities and threats) and internal (strengths and weaknesses) environments and how best it can prepare for challenges coming from both.

b) Strategic plan: This process enhances management skills to develop the strategies which the organisation must implement to achieve its desired goals. The plan gives a clear indication of what the external and internal challenges could be. In addition, a strategy provides an organisation with the ability to be alert and proactive, instead of reactive, to any changes in market conditions, in conjunction with shaping its way forward. In so doing, it enables the organisation to initiate and influence the process rather than respond to demands.

c) Target elements: This component identifies the elements that can be changed within the organisational structure; it also identifies the problems and finds the solution to the change-related effects before the commencement of change. It comprises four elements, namely people, organisational arrangements or structure, methods and procedures, and social interaction factors. This central component of the model shows that people are a target element of change. It is a clear illustration that organisational change impacts its people, and how they respond to the change indicates the failure or success of the application of this model.

d) Outputs: These are the intended outcomes of systems model of change. However, the results should align with the organisation's strategic plan. Change can be experienced at all levels within the organisation, but in this case, the focus is on the Asset Creation Department in Eskom's NCOU. Therefore, it is directed at the departmental level.

This systems model of change can be applied in two ways, depending on the situation at hand and the desired outcomes. First, in the strategic planning stage, managers must identify the organisation's vision, mission, and strategic goals and how to achieve these goals. They need to be considerate of the target elements of change management, which will enable them to develop the required actions plans and enhance their goals. Secondly, this model can identify organisational problems and recommend solutions through a diagnostic framework.

The mission of Eskom is to deliver maintainable electricity solutions to grow the economy and improve the quality of life of citizens in South African and neighbouring countries. This mission statement forms part of the inputs in the systems model. It is fundamental to the systems model for management to first consider the organisation's mission before change can be implemented. However, this crucial step was not taken prior to the changes that had been initiated within the Asset Creation Department of Eskom's NCOU. Management had quickly moved to other steps, which set the failure of the whole change management process in motion. This failure to perform internal analysis speaks volumes about the management of the organisation.

Based on the current state of affairs, all parties were made fully aware of the change managemnt process, which tells us that communication was not an issue. However, management's failure to consult employees about decisions, for instance level transfers, failure to fill positions promptly, and failure to engage employees on the outcomes, indicate that not all the stages of the model were employed optimally. Consequently, the situation has deteriorated.

2.11 Kotter's eight steps for leading organisational change

Kotter's eight-step model recommends how managers should lead the change management process effectively. As the name suggests, the model comprises eight steps (set out in Table 2.1 below), none of which should be omitted as they serve different and equal purposes in the process of change management. Kotter mentions that some managers do take the first step of the process lightly, which could lead to unintended results.

Table 2.*1*: Kotter's eight steps for leading organisational change

Proposed steps	Description
1. Establish a sense of urgency	Educate the whole organisation by emphasising the importance of the change and encouraging a willingness to change. This is the most challenging step of them all, and is often overlooked. For change to be initiated, management has to involve all parties and start working towards the desired change.
2. Create and develop a guiding coalition	Develop cross-functional groups with high expertise and balance to lead the change. Ensure that those who possess good expertise are divided among the groups so they can guide and lead others. These individuals should possess the required skills, have proven

Proposed steps	Description
	credibility, command authority, and be able to communicate effectively to ensure that all stakeholders are on board. The right coalition of people within the group is critical to the successful implementation of this model.
3. Develop a strategy and vision	This is vital in order to successfully guide, lead, and monitor the change process. It is critical to clarify how the future must be different from the past so that all stakeholders can fully understand the purpose of the change. This step also provides the stakeholders the opportunity to share their inputs and solutions. A clear vision will assist in addressing the following three critical purposes during implementation: First, it clarifies the decision taken. Secondly, it motivates and encourages people to make the right decision, even if the first step is uncomfortable, and understand the position the organisation is taking. Thirdly, it helps to coordinate all the actions of different role players efficiently and effectively.
4. Effectively communicate the vision	Develop effective communication methods and consistently communicate the vision and strategic plan to all team members. It is equally important to make sure that the vision and strategic plan are clear regarding content and expectations. This step will determine

Proposed steps	Description
	how successfully the change management model is implemented. Continuous communication will have a prolonged effect, and the message will be embedded in all actions that need to be implemented.
5. Allow broad-based action	It is important to remove all barriers to change and use the systems model to target change elements to enable organisational transformation. Employees should be allowed to showcase their talents in risk-taking and let them come up with new ways of problem-solving. When employees have confidence, the change management process is likely to go smoothly. Confidence further encourages employee participation in the decision-making process. Role players should pay attention to detail and work towards achieving the goals that management has been promoting and communicating. In so doing, many barriers will be removed, and the vision will be realised.
6. Reward short-terms wins	Giving rewards will encourage employee participation. Therefore, management should recognise and reward employees according to small gains in the change process. Creating short-term targets will assist the organisation in reaching the long-term targets while all role players

Proposed steps	Description
	are empowered, rewarded, and recognised. Short-term targets should not have room for failure and build towards the larger, longer-term goals. Leaders who are results driven and do not pay attention to short-term performance are significantly at risk. Some role players may not be aware of the current stage of change the organisation is in. Thus, they need to be kept updated and alert by means of rewards to boost their morale.
7. Consolidate gains and enable more change	The guide lines approach coalition uses integrity accomplished from short-term wins to develop change abilities. Furthermore, people are brought to the change process as part of change forces or players throughout the organisation. The change also requires one to be relentless in one's approach and work towards it until it is realised.
8. Explore and seek new approaches in the organisational culture	Change is continuous; reinforcing changes by underlining connections between process, behaviour, and organisational success will ensure that the implementation process runs smoothly. Leadership succession should be well maintained and methods should be in place to allow for continuity. For example, continuous efforts are required to ensure that change is always visible at every level of the organisation. More

Proposed steps	Description
	importantly, leaders must continuously support the change management process.

Source: Kreitner and Kinicki (2015)

Kotter (2005) emphasises that leaders should occasionally assess their organisation's readiness for potential change. Identifying those who resist the vision of the organisation is one aspect that can be investigated before the model of delivery is entrenched to guide the process. However, change is not always successfully implemented. Kotter (2005) identifies the reason why many organisational changes fail. In addition, he provides some wisdom against poor attitude and lack of acceptance of change. Without the eight steps above, change cannot be sustained in an organisation.

Individuals within a group respond to a particular change situation in different ways, and their coping mechanisms are not the same. This led Kubler-Ross to develop a beloe five-stage model, which provides a view on how the employees in Asset Creation might have responded and dealt with the change they experienced.

2.12 Kubler-Ross's curve model for human response to change management

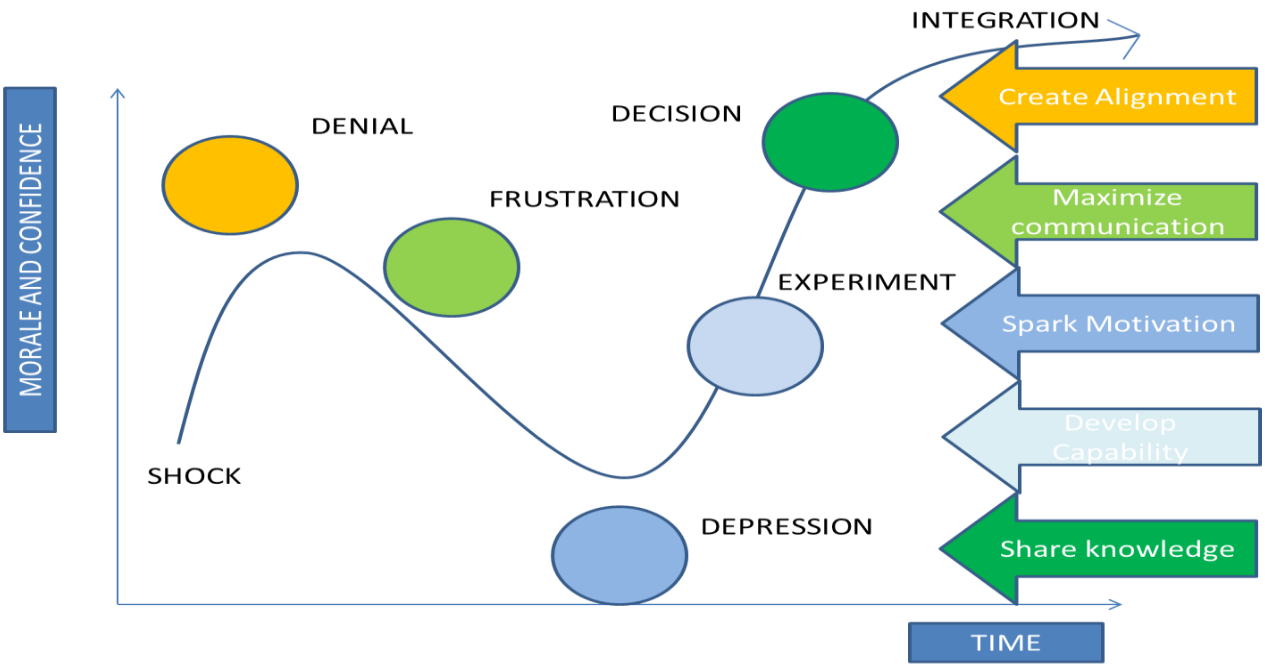


Figure 4: Five-stage change curve model

Source: Kubler-Ross and Corr (2020, pp. 294-322)

The first stage of the model centres on shock and, at times, the possibility of denial as individuals confront the impending workplace changes. Frequently, a typical individual's initial response is characterised by surprise, followed by potential rejection. However, this initial surprise is short-lived, even though it can lead to an unintended slowdown and resistance that affect the productivity and performance of employees. While the reactions to change differ from one person to the next, some individuals might seek additional help and guidance. Providing assurance becomes essential to reassure staff that, despite the change in the organisation, they will be supported throughout the process (Kubler-Ross & Corr, 2020, pp. 294-322). At this stage, individuals experience different emotions, necessitating highly effective coping mechanisms.

The second stage focuses on the consequences arising from shock and denial. Employees begin to show signs of hopelessness and rage as anger starts to develop and stress levels rise. They frequently attempt to shift blame, searching for reasons to attribute the change to the organisation or others, all in an attempt to continue operating within their comfort zones (Kubler-Ross & Corr, 2020, pp. 294-322).

In the third stage employees begin to embrace the change and develop an attitude of acceptance. This stage focuses on amalgamation and reception. Following the most challenging and turbulent stages of the change process, employees begin to feel passionate about what lies ahead and a more optimistic mood starts to grow among them. They now realise that change is inevitable and has arrived. They start to work *with* the change, embracing it rather than working *against* it. This, in turn, increases the morale among the labour force and enhances the overall efficiency of the organisation (Kubler-Ross & Corr, 2020, pp. 294-322).

The fourth stage: Even though employees may at times resist change, such resistance is actually a counteraction against change. Resistance to change diminishes and delays the organisation's ability to reach its objectives. The inability to adapt to change has been recognised as a critical factor contributing to challenges in implementing organisational change and is one of the reasons for organisational failure (Kubler-Ross & Corr, 2020, pp. 294-322).

At the fifth stage, employees recognise that they cannot resist the change indefinitely and that resistance will not alleviate their grievances. Therefore, they resort to ceasing all forms of resistance and accept the change wholeheartedly for the benefit of all. While moving out of their comfort zone might cause uneasiness, it paves the way for them to stop resistance and proceed towards the required change (Kubler-Ross & Corr, 2020, pp. 294-322).

2.13 Creating change through organisational development

Lalonde (2010) defines organisational development as the establishment and combination of tools available in the organisation that can be utilised to plan, execute, and manage organisational change. Organisational development is a well-thought-through and planned effort at all levels of the organisation, led from a top-bottom structure to increase efficiency. However, this can be achieved through the mediation of the behavioural science (Kreitner & Kinicki, 2015). Organisational development pertains to the following aspects in the decision-making process of change: a) nature and formation of groups, b) labour conditions and actions, and c) job description and responsibilities. The most important aim is to implement the change without negatively affecting quality and efficiency. However, it is vital to understand that managing change is not simply going through a set of sequential events. It requires continuous evaluation and monitoring to attain the goals of the organisation. The process is dynamic, complicated by conflict between those who foresee an improved future and those who fear the change (Lalonde, 2010).

A systems model of change and organisational development are similar and quite significantly different from Kotter's and Litwin's approaches since they embrace the sequences set of action (steps) of change by these well-known authors. There are four components of organisational development, namely diagnostic, intervention, evaluation, and feedback, represented in Figure 5 below.

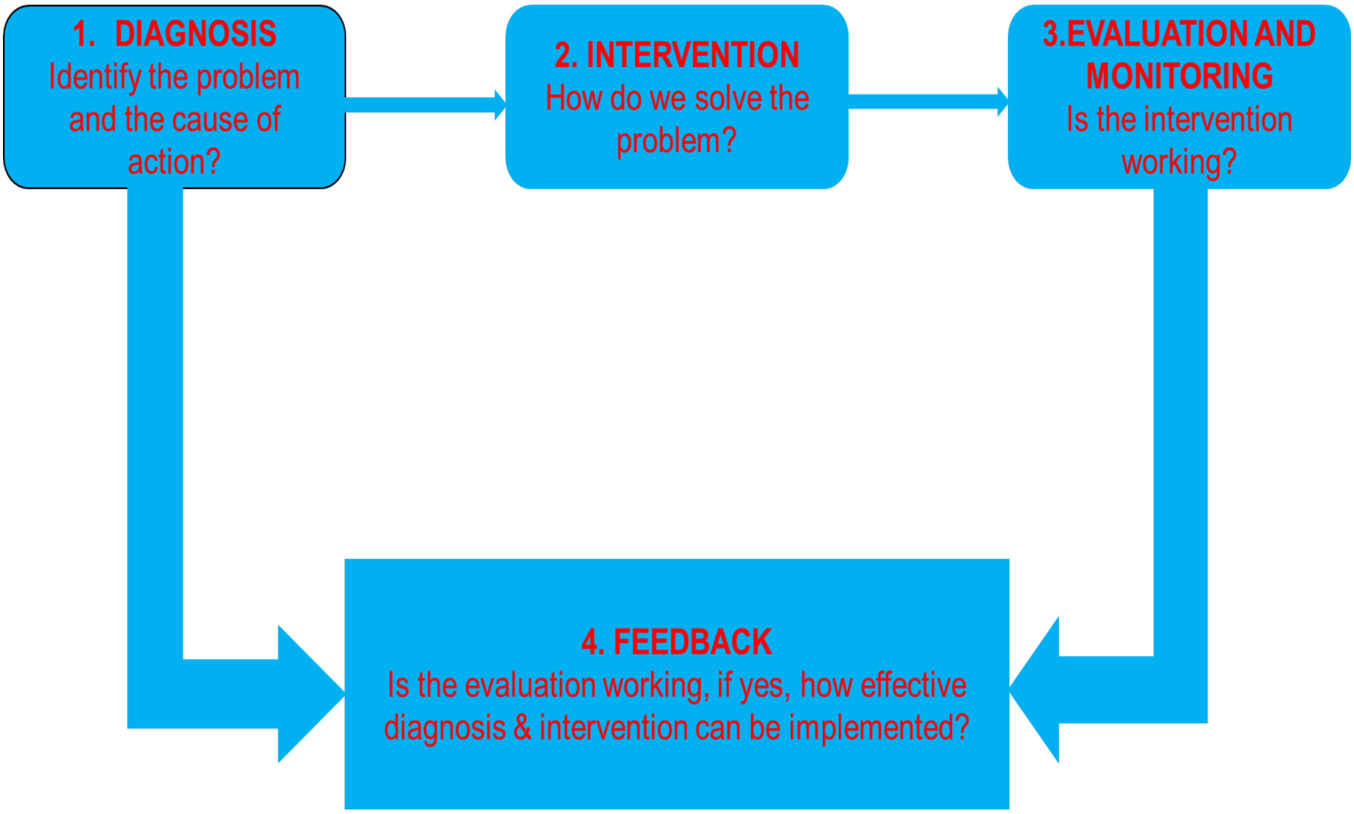


Figure 5: Organisational development

Source: Kreitner and Kinicki (2015)

Diagnosis: A set of equipment, tools, and survey reports, formal and informal interviews, and straight observation are employed to formulate and recognise the challenge at hand and its natural causes. This could be used together with a systems model to target the elements of change, which can then be used to diagnose related questions and identify the underlying cause of the problems.

Intervention: This refers to the steps taken to represent the changes observed, which will then be used to solve problems. The method of intervention is chosen according to the cause and effects of the specific problems. One has to keep I mind, though, that there is no specific set of intervention techniques or procedures applicable to all issues. In a sense, organisational development intervention methods and systems are applicable to every level in the organisation in relation to the extent to which they impact human behaviour in the decision-making process, communication skills, problem-solving techniques, and the organisation's leadership. It should also be noted that this organisational development uses resource management and strategic plan. These include aspects such as skills and talent development and the organisation's position within the market in which it operates (Lalonde, 2010).

Evaluation and monitoring: Mostly, this necessitates the organisation to develop measures of effectiveness. It is common knowledge that a new problem will always be different from a previous one. Therefore, the measures employed will depend on the nature of the problem. Evaluation and monitoring also entail a comparison of the situation before and after the intervention, whereby the effectiveness of the change can be determined.

Feedback: If the outcome of the evaluation and monitoring is positive, the organisational development process will be considered successful and complete. However, the change management may still hold on to the change process, but if the evaluation and monitoring yield negative feedback, it implies two possible scenarios: 1) the diagnosis might not have been adequate, and 2) the intervention might not have been implemented effectively. Consequently, the process must revert to an earlier stage, and the change agent will gather more information to identify the problem and devise interventions to solve it.

In our case, the Asset Creation Department performed all the necessary tasks, but the pace of implementation fell short, resulting in delays that adversely affected the entire process. Some of the delays originated from other regions, where the required signoffs for employee relocation halted inexplicably, leading to the current crisis being faced by the department.

2.14 Stress and coping approach to organisational change

The stress and coping approach is a method that identifies how employees will adapt to organisational change. It is usually applied when environmental shifts, both ixternal and insternal occurs.These must be shifts that were once brought to the attention of the organisation. The stress and coping approach leads to the development of general responses to a particular situation which are intended to change critical variables that affect the employees and how they behave with regard to the work (Kreitner & Kinicki, 2015).

It has been argued that the views of employees and organisational change can be seen as the most crucial life event process, which has unintended consequences such as stress and other damaging attitudes towards work. Workforces are challenged by several workplace issues due to changing conditions in the work environment. The nature of organisational change is non-linear, and the most frequent psychological state of mind resulting from changes in a working environment is uncertainty.

More often than not, personnel are expected to experience doubt due to many aspects that emerge as a result of change in the workplace. In addition, they will observe organisational change as a risk to their job opportunities, career path, job security, and financial well-being. Any other intangible packages and benefits that come with a shift in their work environments, such as a sense of belonging, prestige, power, familiar environment, and love for one’s work, also come under threat. This approach takes into consideration employee participation with regard to effective communication and the decision-making process, as well as leadership style, to be the core features of the organisational change process. This process has a substantial impact on employees’ behaviour, stress levels, and coping mechanisms (Terry & Jimmieson, 2003, pp. 91-101).

Coping mechanisms differ from one individual to the next, while the aim remains the same: managing and reducing stress levels. Many researchers have recognised and differentiated between problem-focused and emotion-focused coping strategies.

Because problems that arise from focus groups are directed towards managing the process, in general, they do have a positive impact towards effective adjustment. Emotion-focused coping is the opposite, but it deals with the related level of distress. This kind of coping mechanism has been found to impair coping in many ways.

The stress and coping approach could have been useful to the Asset Creation Department, because they have an Employee Assistance Programme (EAP) to assist those who need professional help within the company. Participants in the Employee Assistance Programme (EAP) remain anonymous which protects them from judgement from colleagues. Regrettably, most employees were not aware of this service.

2.15 Burke-Litwin change model and organisational performance

This model consists of 12 categories divided into two groups, namely 1) transformational variables and 2) transactional variables. The short-term interchange between groups and individuals is referred to as transactional, whereas forces of change is wholly required with the new sets of human behaviour, whichare referred to as transformational. Table 2.2 outlines the components of the two groups of the model with examples of how the organisation could utilise each component to inform employees about the importance of the proposed change and encourage them to show willingness to change (Burger *et al.*, 2012, pp. 8-11).

Table 2.2: Burke-Litwin model as a framework for framing changes

Dimension	**Critical elements that logo-Organisational Development-based framing addresses**
Changing of mission and strategies	• Changing strategies relieves the need for attitudinal values, although this does not happen overnight. • Changing strategies brings opportunities in a practical and creative way. • Changes in mission sometimes inspire confidence by allowing employees to believe in something

Dimension	Critical elements that logo-Organisational Development-based framing addresses
	new and directing the organisation to reposition itself.
Leadership changes	• Leadership that displays high ethical values and integrity inspires confidence among the entire organisational staff. • Leaders can create a conducive working environment by promoting fairness, development, and humanity. • Change of leadership has an element of authentic and transformational that the model inspires and brings a clear vision that provides employees with just a meaning of what needs to happen.
External environments	• Failure to adapt to the external environment may have negative consequences, e.g., missed opportunities, which might, at some point, render the organisation irrelevant. • Organisations constantly connect the signals of the need for change, based on the external environment, in an attempt to assess a more profound meaning and purpose.
Organisational culture and change support	• Culture is of the utmost importance during organisational change; it provides employees with shared meaning, a sense of belonging, and an identity in times of uncertainty such as when change is implemented. • Organisational culture should supports and promotes humanistic values as far as transformational culture is concerned.
Organisational structure	• The organisation's structure should promotes and allows employee involvement and empowerment.

Dimension	Critical elements that logo-Organisational Development-based framing addresses
	• It makes it easier for the management of organisation to re-design its structure, job responsibilities, and crafting new working structures within the organisation.
Change management procedures and practices	• Training and job practices promote psychological safety among employees. • Employees are engaged, receive clear communication, and can apply their minds independently, reducing uncertainty.
Working as a unit	• Through an effective organisational structure, plans are easy to develop to ensure that employees can support each other through change initiatives. • Working as a unit makes it easier to identify those struggling with change and provide the support timeously without resistance to change.
Task and job requirements	• Employees are well-capacitated to deal with any job-related skills required as the result of change (training, talent, and self-efficacy). • Short-term victories are celebrated and emphasis is put on the notion of achievable challenges.
A desire to change	• The potential benefits of the changes for the organisation is a vital motivating factor in encouraging employees to embrace change. • Holding on to that which no longer serves current needs is detrimental to the organisation’s operations.
Effects of change on a personal level	• Change can bring new meaning to employees regarding their benefits, such as empowerment, improved working conditions, improved relationships, new job opportunities, and status.

Dimension	Critical elements that logo-Organisational Development-based framing addresses
	• Earnings should not be negatively affected as it threatens the well-being of employees.
Change-related systems	• Organisations should provide enough resources to effect the changes required. • All role players who are affected by new initiatives should be offered support and be engaged.
The emotional effects of change	• Organisations should make sure that all employees affected by change are treated with fairness and respect and be given the opportunity to raise concerns. • Assistance in the form of, for example, EAPs, should be made available to employees who are experiencing stress and are not coping. • Change in every organisation could still have a meaningful impact despite previous failures.

Source: Burger *et al.* (2012)

2.16 Conclusion

In line with the purpose of this research, most studies, models, and theories agree that change management becomes inevitable when an organisation is unable to address changes in a competitive market and experiences poor performance, economic instability, challenges, and financial deterioration. Many studies concur that staff members are the most crucial stakeholders during change management because the outcome of change management depends on the willingness of employees, employee participation, support, and the application phase, as well as accomplishment by management and leaders of the organisation.

Effective communication is a key driver of any change initiative as some employees may react positively to change management. The unification of the group, loyalty, and companionship also play a significant role in such times of uncertainty. Therefore, managers need to ensure that their group is well-formed and functions optimally to ensure a smooth transition. In contrast, some employees may react negatively to the change, resulting in poor performance. Thus, the organisation must ensure that support structures are in place to help those in need. More often, the outcome of change might result in high job performance, increased staff morale, feelings of encouragement, new career paths, new salary packages and benefits, and, at times, relocation.

The organisation’s vision and mission should be communicated effectively to ensure all role players understand the task and the need to change. Also, engaging trade unions helps reduce change resistance. It is also well known that employees have bargaining power to either hinder or promote change initiatives. Therefore, ethical, honest, and transparent leadership plays a significant role in the change process.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Chapter 1 dealt with the problem statement and the research objectives of the study. Chapter 2 discussed the literature with regard to change management relevant to the case under investigation in the Asset Creation Department of Eskom's NCOU. In Chapter 3, the discussion shifts to the research methodology adopted for achieving the objectives.

3.2 Definition of research methodology

Leedy and Ormrod (2016, p. 1) emphasise the importance of research objectives and state that research is not about 1) merely gathering sets of data and/or information for a specific purpose, 2) conveying facts from one form of communication to another (not every fact obtained fits the purpose of one's study), 3) searching for all information found related to one's study, and 4) attracting the attention of all involved in one's study. Instead it should have direction and attempt to satisfy a specific need or problem that has been identified. Leedy and Ormrod (2016, p. 2) further explain the criteria that research should fulfil to achieve the study objectives:

1) It should originate from real-life situations. In the current study, Eskom employees felt a need to raise concerns about the lack of support during change management in the company. Such support would require robust intervention to improve the productivity of the organisation.
2) The goals and objectives should be unambiguous.
3) The study should follow a particular project plan to answer the set objectives.
4) It should be able to break down the research problem into manageable sub-problems to enable the researcher to develop the primary and secondary objectives of the problem statement.
5) The study should be guided by the background of the problem, and
6) Several methods of data collection should be used to solve the identified problem in line with the objectives of the study.

For the recipients of the research to ascribe meaning to it, Collis and Hussey (2014, p. 3) add to the above criteria. Research should:

1) Have the ability to find, review, and produce existing literature to support the arguments raised in the problem statement.

2) Find ways to investigate the existence of a particular situation and/or problem.

3) Develop solutions to the identified situations and/or problems.

4) Explore whether there are more general issues related to the identified problem.

5) Have the ability to construct new meaning of knowledge regarding the issue.

6) Explain why certain things are done in a particular way, and

7) Combine all components to find meaningful solutions to the research problems.

Collis and Hussey (2014) point out that research methodology is mainly concerned with issues such as:

- Why specific types of data are collected.
- From where the data are to be collected.
- According to which method the data are to be collected.
- At what time data are to be collected.
- What types of data are to be collected, and
- In which way the data should be analysed.

3.3 Types of research

According to Collis and Hussey (2014, pp. 5-6), research can take one of four forms, namely descriptive, analytical, exploratory, and predictive. The current study took on the analytical research form. In this type of research the researcher goes beyond merely describing the characteristics of the problem under investigation. Instead, the researcher analyses and explains why and/or how a specific situation requires being studied. Analytical research attempts to give meaning by explaining the "What," "Who," "Why," and "How" of a specific situation.

Concerns such as "Why particular data were collected" were addressed in the research purpose and objectives in Chapter 1 and explained clearly in the literature review in Chapter 2. The importance of the research is outlined in Chapter 3, and the research methodology adopted to achieve the study objectives is set out. This chapter also covers the definition of population, population size, and the method of data sampling. The instruments and procedures used to gather the data are outlined, followed by how the data were analysed. Lastly, the ethical considerations relevant to the researcher's conduct are accounted.

3.4 Research methodology

Leedy and Ormrod (2016) explain that a research methodology is a standard practice the researcher follows when conducting a research project. The type of research approach employed in this project entailed collecting data in such a way that the information can be grouped, enumerated, and subjected to scientific and statistical analyses to confirm or refute alternative possibilities of knowledge (Creswell, 2012).

For this study, a cross-sectional design was adopted in which a quantitative research methodology was employed. This was selected because the study required the analysis, grouping, and explanation of numerical information, meanings, and opinions gathered (Creswell, 2012). Bougie and Sekaran (2016) define cross-sectional research as research that focuses on using a particular case at a specific point in time to guide the researcher in answering a specific research question. The time frame applicable to this study was a period of one month during which data were collected at Eskom. No additional data were collected afterwards.

The type of research conducted resorts under the social sciences. Tewksbury (2009) views the quantitative research approach as a more scientific way of conducting research in the social sciences. Pietersen and Maree (2007, pp. 214-223) state that quantitative research can broadly be classified into two categories, namely non-experimental and experimental designs. Non-experimental research is more often descriptive in nature, which means that units taking part in the study are measured against all relevant variables at the time of the research (Pietersen & Maree, 2007, pp. 214-223). No control room of culture and groups, no influence on any variables took place in the current study, and no experimental measures were included (De Vos *et al.*, 2011).

Hart and Edwards (2016) mention that a literature review of previous research provides the researcher with insight into the topic and work done in the field. In this study, the main aim was to establish how the Eskom employees had responded to the suggested change management process and to critically evaluate the fairness of the change management towards all personnel. Lastly, and, more importantly, the study took into consideration the employees' on-the-job training, formal qualifications, required skills for the job, and experience. The study aimed to assess the ideas of both employees and management on the best proposed change to allow for a smooth and fair change management process. The questionnaire sought to probe deeper into the reality of respondents to serve the aim and purpose of this research.

Based on the literature review, this study adopted a quantitative research approach and non-experimental research method to answers the research questions (Neuman & Robson, 2014).

3.5 Research design

Pennink and Jonker (2009) describe a research design as a set of norms and reflections that pave the way towards certain contextualised principles. These principles connect the theoretical thoughtfulness and its components to a devoted trial tactics of research, supported by techniques, approaches, and processes for gathering realistic data (Pennink & Jonker, 2009).

Nenty (2009, pp. 19-32) emphasised that a research design takes into account the standards upon which the researcher should investigate and analyse the cohesion between the involvements of variables in the issue in question with a minimal error while prevailing for sources deemed less critical variability. Usually, for a research design, the researcher should be able to motivate and provide an unbiased view of why a particular procedure and technique was preferred over another. From this statement by Nenty (2009, pp. 19-32), it is clear that the selection and application of any procedure or method must be justified. Also, these methods should have been successfully applied and/or recommended in other academic fields, or proven to have contributed positively to research studies.

According to Sarma (2012, pp. 100-105), a research design is how a research question is turned into a project, because the structure of the research design is linked and/or aligned with the research question, purpose, and theoretical framework that seeks to answer a particular problem. A research approach in which the researcher engages with pre-planned strategies, such as conducting surveys and experiments that help in gathering data, is called quantitative research. It should be noted that there are several types of research designs that are relevant and appropriate for various kinds of study projects. The choice of research design is based on the type of problem the research seeks to solve.

Walliman (2021) agrees with the above authors that each type of research design has several methods that are applied to gather, analyse, interpret, and write the results of the data that the researcher collected.

3.6 Quantitative research methods

According to Williams (2007), quantitative research was developed around 1250 A.D. motived by an increasing need among researchers to quantify data. Since then it has been adopted in the West as a major research method to form meaningful and new knowledge. The quantitative approach necessitates numerical and statistical analysis in a study. Leedy and Ormrod (2016) argue that quantitative research is exact in measuring and carrying out tests, and was designed based on existing theories. A methodology in which the experimenter and/or observer paradigm is assumed is maintained in quantitative research (Creswell, 2012).

Turner *et al*. (2013) state that quantitative research uses several methods to collect numerical data to analyse, interpret, predict, and apply tests to statistical theories to obtain results. Moody *et al*. (2002) note that some of the standard methods of a quantitative research design are as follows:

- Experimentation: Conducting tests implies obtaining and quantifying results before and/or after; a preferable individual method that can reveal significant relationships between variables.
- Experimental: A research method that is associated with the emergence of the logical process called the Newtonian Model of Science by scientists.
- Surveying: A data collection method that requires face-to-face or online (e.g., through Microsoft Teams or Zoom) interviews, or through email, and

- Old data collection method: Using old determined data originating from historical data in an IT investments pattern.

The quantitative data collection method is more results driven considering scientific confirmation, but it is not commonly applied in the field setting context theories.

3.7 Sampling strategy

Palinkas *et al*. (2015, pp. 533-544) identified seven principles of a sampling strategy:

- The overall intention of the sampling strategy must be informed by the theoretical framework and research question identified for the study.
- Through the body of knowledge database, the sample should be able to create some phenomenon in that particular study.
- The sampling strategy should be able to draw out clear inferences.
- How the sampling strategy is applied should be ethical and beyond reproach.
- The planned sample must pass the test of feasibility.
- The researcher should find the sample plan easier to follow through and/or curtail the conclusion reached by the study to different backgrounds and populations when the need arises, and
- The practical use and effectiveness of the sampling scheme should be considered and adhered to at all times.

Uprichard (2011, pp. 1-11) defines non-probability sampling as the situations whereby samples are not expected to find more about a particular population, instead to simply enhance and magnify existing knowledge within the sample. In this instance, a researcher is not required to expand and deal with different epistemologies. More important is to deal with available epistemological assumptions as the beginning point. However, it is highly recommended that the researcher have basic knowledge of cases and the population in question from which topics have been chosen, although the proposition is to know about the sample or the population in itself.

Battaglia (2011) names the three categories of non-probability sampling, namely, 1) quota sampling, 2) purposive sampling, and 3) convenience sampling. These methods were also mentioned by Etikan *et al*. (2015, pp. 1-4). However, a suggestion on the drawing and weighting of interpretations was brought forward. It highlighted that non-probability samples require different techniques than the usual and well-known sampling methods. This was supported through the advances in technology and innovation where new procedures were adopted (Battaglia, 2011).

According to Elmusharaf (2012), convenience sampling is a form of a group that behaves in a particular way to be understood and characterised as the population from where they live, chosen prior rather than being randomly selected, on the discretion of the researcher, conveniently and biased.

Tongco (2007, pp. 147-158) notes that purposive sampling is the most commonly used non-probability sampling technique, especially when the study is conducted in a culturally rich field with well-informed and knowledgeable professionals. Purposive sampling can be applied in both qualitative and quantitative research. It is a technique that is non-biased and more efficient in its approach. It also remains robust when randomly tested against the probable sampling technique. This technique is centred on the quality of data collection. Therefore, the trustworthiness and ability of the informant are of the utmost importance (Tongco, 2007).

According to Homeyer *et al*. (2011), a sampling strategy should be simple, straightforward, and clear so that the researcher can use it freely and without a comprehensive set of instructions. Homeyer *et al*. (2011) describe purposive sampling as the technique that researchers apply to select the sample they deem trustworthy to work with. This comes with the understanding that the proceeding information will be able to provide the information they are looking for and is called non-random sampling. One limitation of this technique is the fact that the researcher is a human being who can make errors in judgment, which can, in turn, affect the whole study.

3.7.1 Sample size

The accuracy and quality of empirical research are based on the effects of the sample size. It is a commonly accepted that a large sample has fewer errors compared to a small sample when it comes to analysing results. Several studies have found that a larger sample intake has a better chance of yielding future results since it represents a greater part of the population in question. However, it should be noted that the relationship between the size of the sample and the sampling errors that come out of it is not directly proportional. This is confirmed by the analysis of studies conducted (Dattalo, 2010).

The researcher needs to make a reasonable and suitable decision based on the extent of a sample of which the testing equipment used depends on the following factors: 1) research topic, 2) research questions, 3) the aim of the study, 4) population size, 5) scrutiny employed to be used, 6) sample size of similar previous studies, and 7) quantities and subdivisions within the sample (Dellice, 2010).

In this research report, some terms were used interchangeably, such as "organisation" and "Eskom," "lack of Change management," and "restructuring." The main purpose of the study was to explore and analyse the lack of change management strategies at the Asset Creation Department in Eskom's NCOU Distribution Division. On numerous occasions the department, with its large population of employees, has experienced problems in change management.

The researcher aimed for a sample of 120 employees, including managerial and non-managerial staff, electrical and civil engineers, project coordinators, administration staff, designers, draughtsman, land surveyors, environmental practitioners, GIS technicians, land and rights practitioners, and any other employees in the Asset Creation Department who could make up the targeted 120 participants. No external respondents were involved in this study.

3.8 Data collection

A questionnaire is an instrument commonly used in research to gather data from the selected respondents. It usually seeks to gather data related to social traits, age, culture, present and past behaviours, beliefs, motives for action and conduct, and attitude relevant to the topic of the research (Bird, 2009).

In the current study a questionnaire was used to collect data for the exploration of change management within the Asset Creation Department in the NCOU. It helped the researcher to determine and assess the reviewed literature on the previous relevant studies of change management. The change management was evaluated for fairness and unbiasedness to all staff members and whether they were satisfied with the proposed change management, the ultimate aim being to make recommendations to the entire organisation. The questionnaire was administered to all respondents by mass email and they were encouraged to email back or send a hard copy. A five-point Likert scale was used in each item to measure the participant's attitudes and opinions.

Taylor-Powell (2015, pp. 604-609) contend that a questionnaire is the most common practice method for putting together the information needed for a study. It is recommended that the researcher bear in mind the key points to reach the consideration which requires a particular programme or involvement when designing a questionnaire such as the ability to determine:

- What information is valuable towards achieving the research questions and fulfil the purpose of the study.
- What type of layout questions and format are to be used to best capture the responses of the required information, and
- In what sequence the questions should be arranged to make the information more accessible and intelligible and, again, capture the depth of the desired data to measure the research impact.

Taylor-Powell (2015) concurs with Rattray and Jones (2007) that the development and design of the survey must be sustained by a fair, practical, observed, systematic, skilful approach to assist the researcher during the process of presenting contexts that stands for and recommend tactics to show the legitimacy and trustworthiness of the newly created and evolving procedures.

3.9 Ethical considerations

Ethics, a philosophical inquiry into the principles of human behaviour, seeks to determine what is good or bad, even in the absence of observers (Bayley, 2014, pp. 15-18). Below are the ethical considerations that were adhered to throughout the study:

Informed consent: The study's aim and methods were fully explained to all potential respondents. The procedures were detailed in the consent form, which the respondents were required to sign to indicate their consent to participation. Ensuring each participant's autonomy was also paramount.

Objectivity: The study aimed to draw factual conclusions based solely on the primary data collected, without any personal input from the researcher. The focus remained exclusively on the data collected from respondents during the interviews. The researcher took great care not to incorporate personal opinions or biases into the research.

Privacy rights: The privacy of the participants was protected and will be beyond the study's conclusion (McShane & Von Glinow, 2010). The participants were informed of their rights pertaining to the authorisation or restriction of the publication of their information.

Ethical data collection and management: Data were collected, managed, interpreted, and handled according to ethical standards. In this report, the data are presented unaltered, without additional information. The direction of the study was not influenced towards certain outcomes. Importantly, during the data collection, the employees reporting directly to me (the researcher) were not allowed to participate to protect the work relationship of them either feeling aggrieved and or owing participation towards the study. Participation in the survey was voluntary, done willingly, and uncompensated.

Questionnaire consent: Permission to send the survey tool was requested from, and granted by, the Asset Creation manager of Eskom's NCOU Distribution Division. The request was motivated by the researcher's expectation that the findings would add significant value to change management in the entire company.

The planned methods and procedures of the study were maintained throughout and formed the basis of all phases of the research.

3.10 Conclusion

The researcher developed a questionnaire suited to the selected quantitative survey method. The questionnaire consisted of a set of items seeking to answer the study objectives. No other method to gather data was employed in this study.

Eighty employees in the Asset Creation Department of Eskom's NCOU were identified in the sampling phase. The non-probability purposive sampling strategy was adopted since employees were already identified and available to participate. However, the limitation of this strategy was that some of the targeted employees did not respond to the emails containing the questionnaire. As per the technique of analysing and observing statistics during data collection, the correlation method was used together with a descriptive approach of data presentation in the form of bar charts and tables.

CHAPTER 4: PRESENTATION AND DISCUSSION OF RESULTS

4.1 Introduction

The main focus of this chapter is to present the findings of the empirical research. The data were collected from the online questionnaire completed by the participants. The questionnaire was distributed through email, together with Protection of Personal Information (POPIA) forms, to Eskom's NCOU employees, mainly in the Asset Creation Department located in Kimberley. The data collection process was completed within a month. According to the structure of the Asset Creation Department, the total number of employees should be 120, but due to unfilled vacancies, the total during the month of 28 September 2022 to 28 October 2022 when the data collection took place, was 81, of which 76 completed the online questionnaires.

This chapter provides the analysis of the responses from the 76 respondents, from the sample of 81. The expected margin of error was 5% and the confidence level was 99%. The recommended sample number, according to RAOSOFT sample calculator, is 73 from a sample of 81 respondents. The analysis commences from Section A, which is the biographical data. Following the analysis, they are eight sections answering the main primary objective and the secondary objectives of the study. The questions addressed all the main aspects of the study. This was achieved by exploring the concept of change management, determining how employees responded to change management, evaluating whether change management was applied fairly and employees were comfortable with the change management process, and determining and making recommendations to improve change management.

The main priority of this chapter is presenting and discussing the results, as well as the sources that afforded secondary data on change management lessons, and the research methodology of the research.

4.2 Results

The presentation of the results follows the structure of the questionnaire.

4.2.1 Section A: Biographical information

4.2.1.1 Gender

Figure 6 below represents the gender composition of the participants.

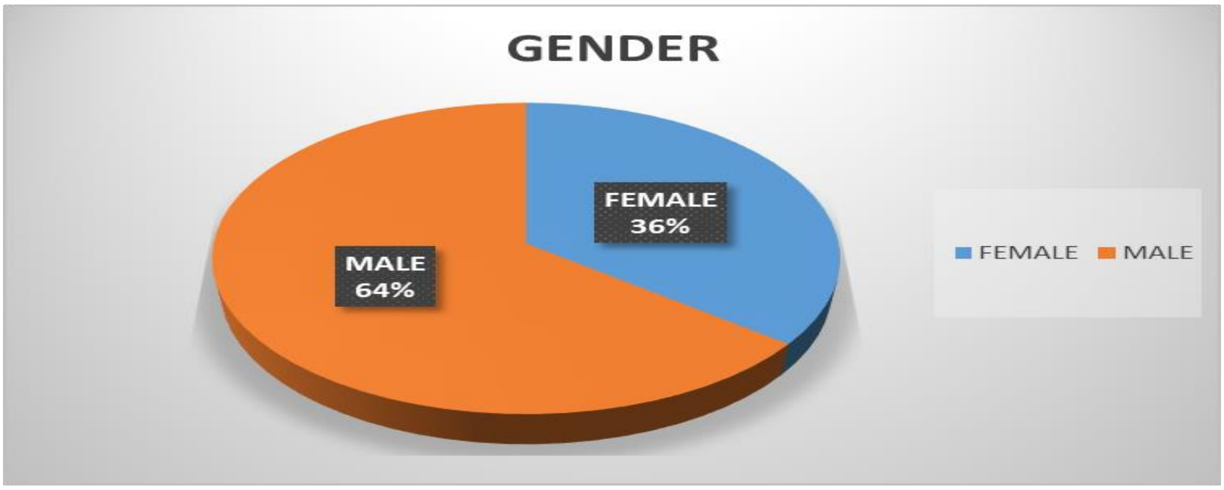


Figure 6: Gender

From Figure 6 it can be concluded that the dominant gender of the respondents was male at 64%, while female respondents represented only 36%.

4.2.1.2 Race classification

Figure 7 below provides the overall graphical representation of the respondents' race.

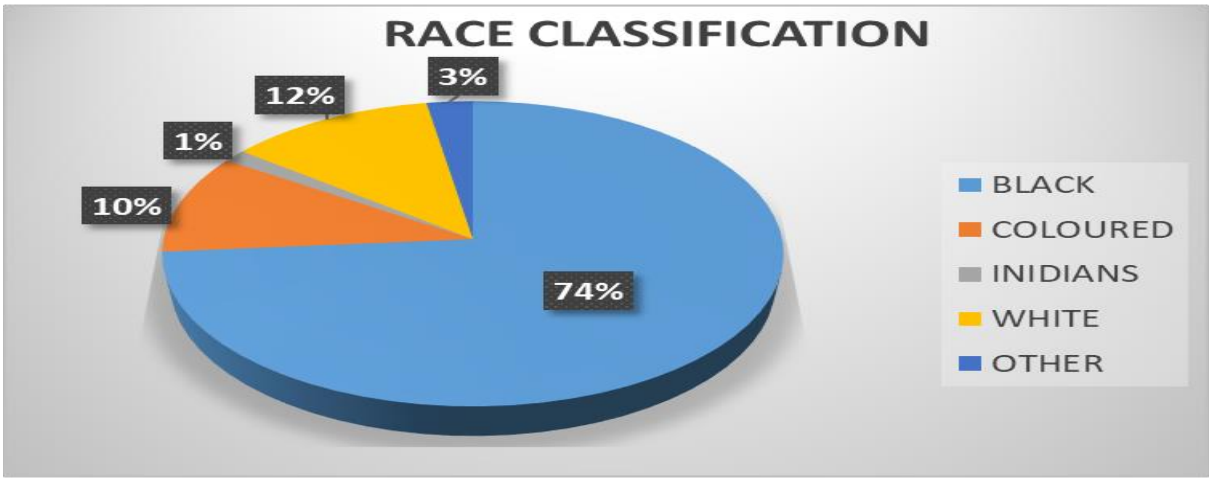


Figure 7: Race classification

From Figure 7 it is clear that the majority of the respondents in the Asset Creation Department were black (74%), followed by white (12%). The third and fourth largest groups were coloured (10%) and other unspecified races (3%). Lastly, the smallest group in the survey was Indian (1%). However, the study wholly focused on the employees and not just specific race or groups in the department.

4.2.1.3 Positions held

Figure 8 shows the positions that the employees held within the Asset Creation Department.

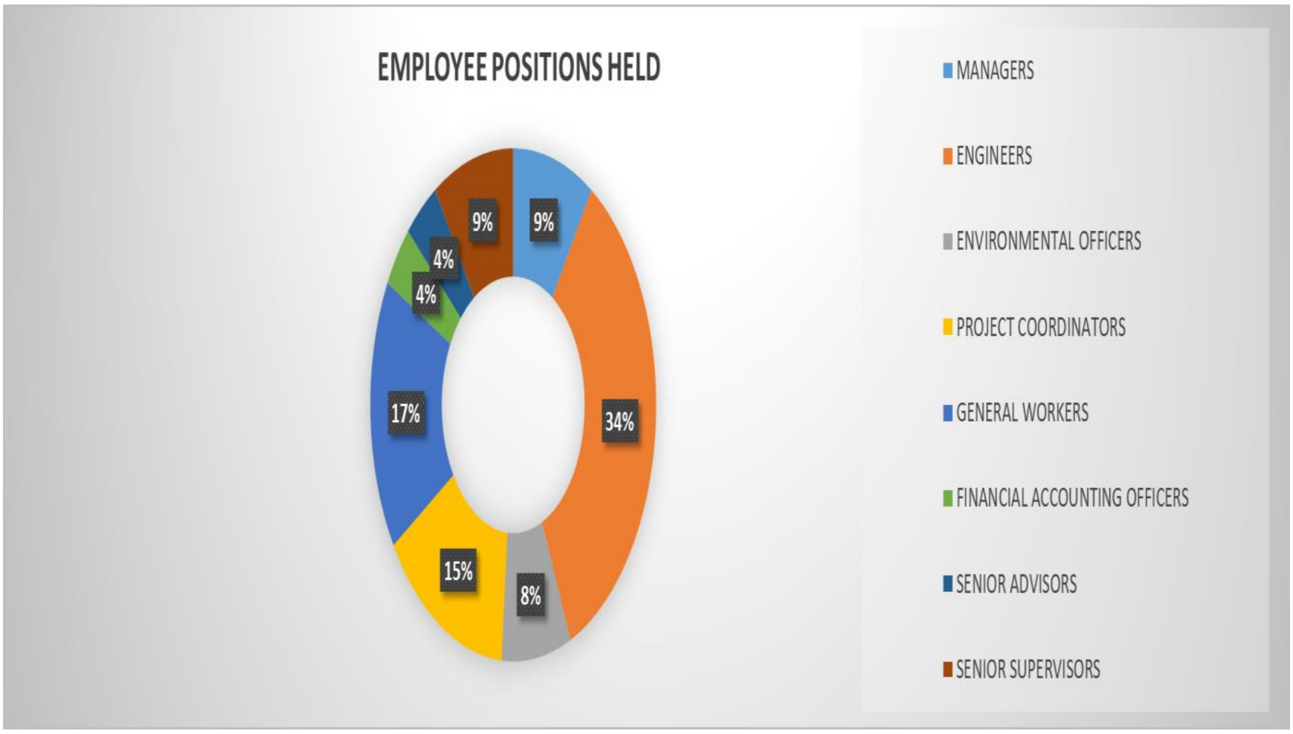


Figure 8: Employee positions held

Figure 8 above clearly illustrates that the majority of the participants from the Asset Creation Department were engineers, with 34%. The general staff formed the second largest group, with 17%, consisting of technical officials, secretaries, and personal and general assistants. The project coordinators were the third largest group with 15%, followed by the managers and senior supervisors, both groups with 9%. With 8%, the environmental officers was the fifth largest group, and lastly, with 4% respectively, the senior advisors and the financial accounting officers.

4.2.1.4 Age group

Figure 9 provides the age group representation of the respondents within the Asset Creation Department.

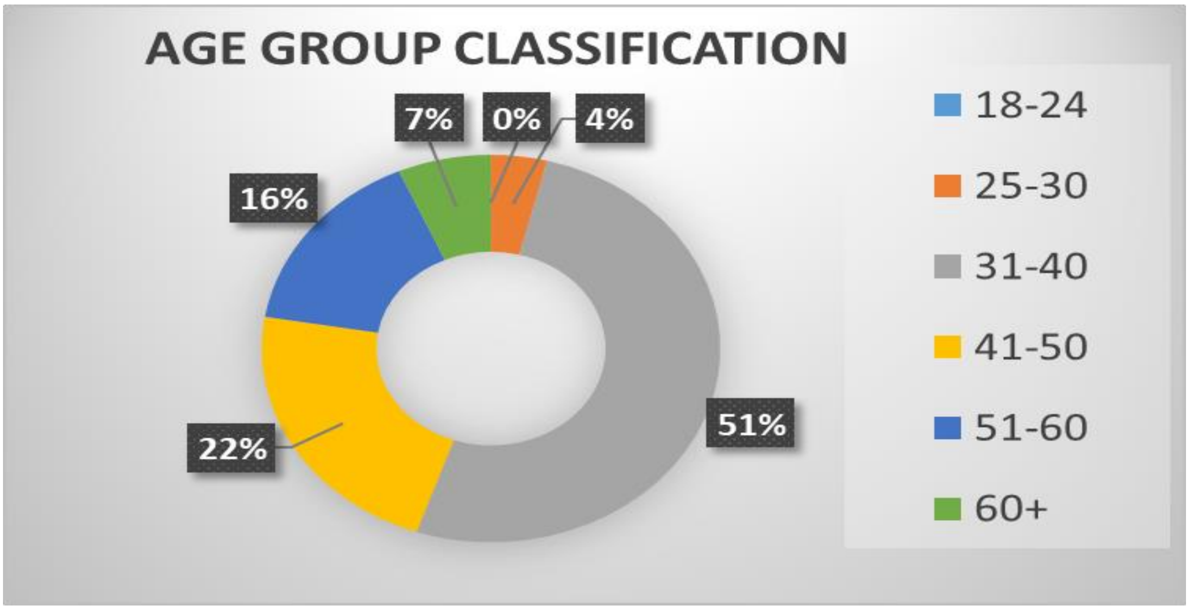


Figure 9: Age group

From Figure 9 above, it can be concluded that none of the respondents belonged to the age group of 18-24 years. This poses a risk to the company's long-term succession goals and raises concerns about the lack of knowledge and skills transfer to young employees. Also of concern, is the fact that the 25-30 year group was underrepresented in terms of change management planning with only 4%. The majority of participants belonged to the age group of 31-40, with about 51%, followed by the 41-50-year-olds with 22%. A significant percentage (16%) belonged to the age group of 51-60, who might be considering early retirement at any given stage.

Surprisingly, the age group of 60+ years was represented by 7%. They might be helping with skills transfer, which is critical when an organisation goes through change management. This not only assists with employee retention, but also ensures that employees are equipped with excellent skills to keep the organisation sustainable when changes are implemented. Skills and knowledge transfer are of the utmost importance to any organisation when it goes through the change management process, and it could be why the department still had a significant number of employees aged 60 and over.

4.2.1.5 Number of years' experience

Figure 10 provides a graphical representation of the number of years of experience of the respondents within the department.

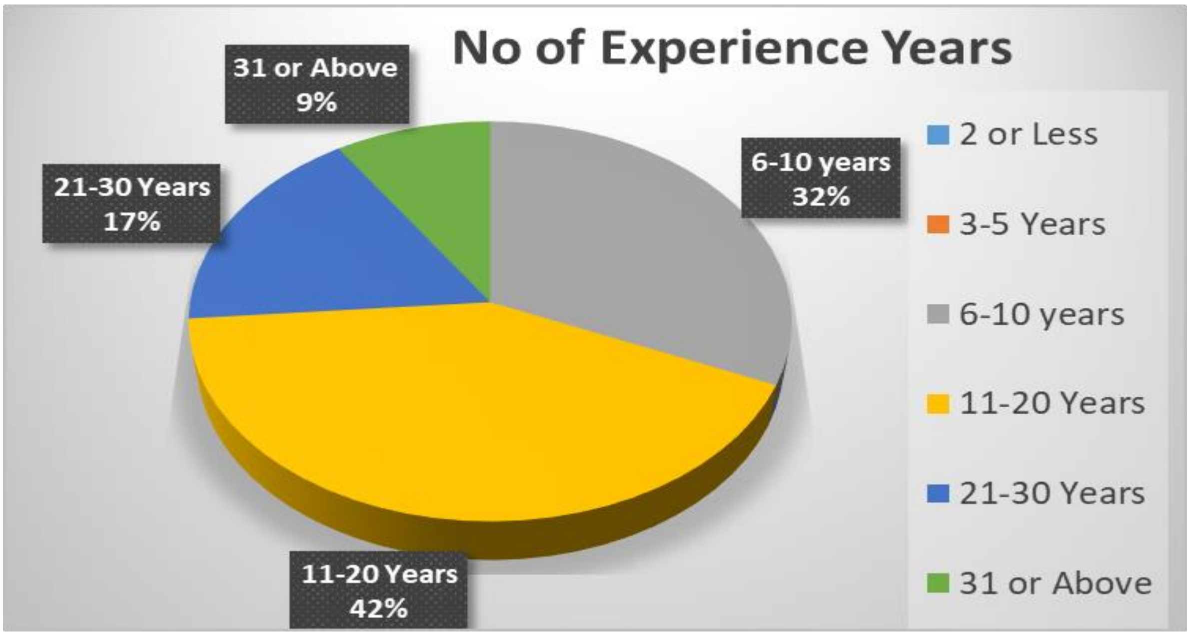


Figure 10: Number of years' experience

Figure 10 indicates that the majority of employees, 42%, had 11-20 years of experience; the second largest group, 32%, had 6-10 years of experience, and the third largest group, 17%, had 21-30 years of experience. Lastly, the most experienced age group of 31 years or above was represented by 9%. This indicates that the age group of 51-60+ composed 23% of combined ages in the study, and they could contribute positively to knowledge and skills transfer.

The absence of respondents with more than five years' experience could be because of the organisation's change experience within the Asset Creation Department. Also, no new recruitment from outside the organisation was being done at the time of the study. Perhaps employees were appointed from other Eskom departments, and they come with their own experience to Asset Creation.

4.2.1.6 Highest qualifications

Figure 11 provides a graphical illustration of the highest qualifications obtained by the respondents.

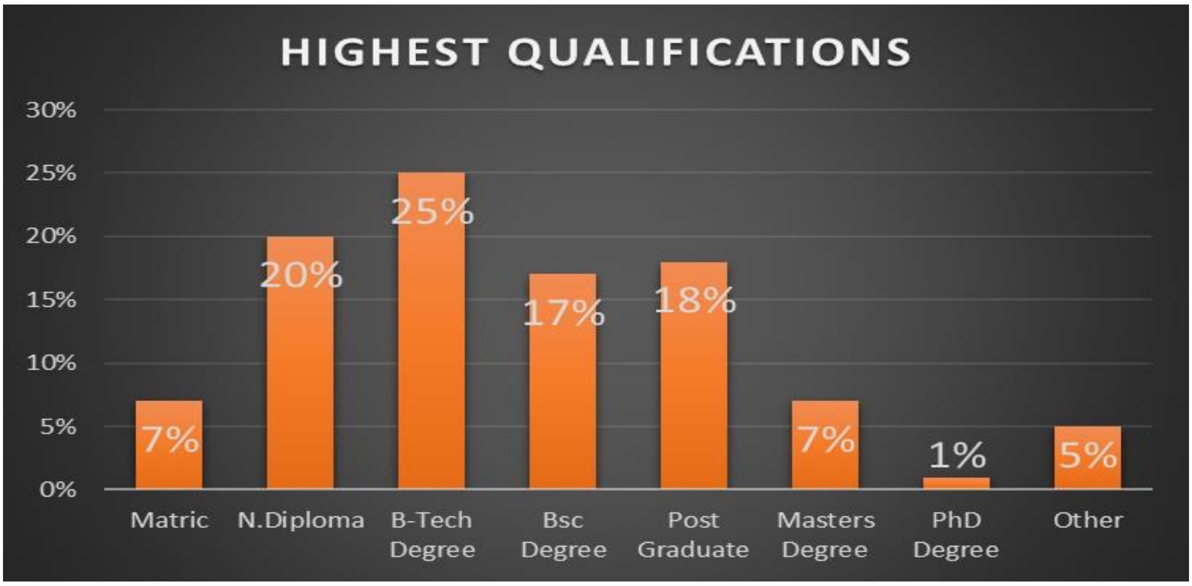


Figure 11: Highest qualifications

As illustrated in Figure 11 above, more than 95% of the employees in the Asset Creation Department had passed matric, and more than 88% had post-matric qualifications, while only 7% had just matric and the remaining 5% had unspecified qualifications. This shows that the Asset Creation Department was equipped with graduates for skills development. A total of 42% of the respondents had degrees, while only 25% had post-graduate qualifications. Therefore, 68% of the respondents had the potential of forming a basis of mentoring and sharing knowledge with the 32% who were undergraduate respondents. These figures indicate that the Asset Creation Department had enough skilled and qualified employees to help improve the organisation's performance and meet its targets and goals. In addition, post-graduate employees could play a significant role in performance continuity and succession planning when change management is being implemented.

4.2.2 Section B: The extent of change management

Figure 12 below illustrates responses to the questions in Section B: To what extent is change management evident to you?

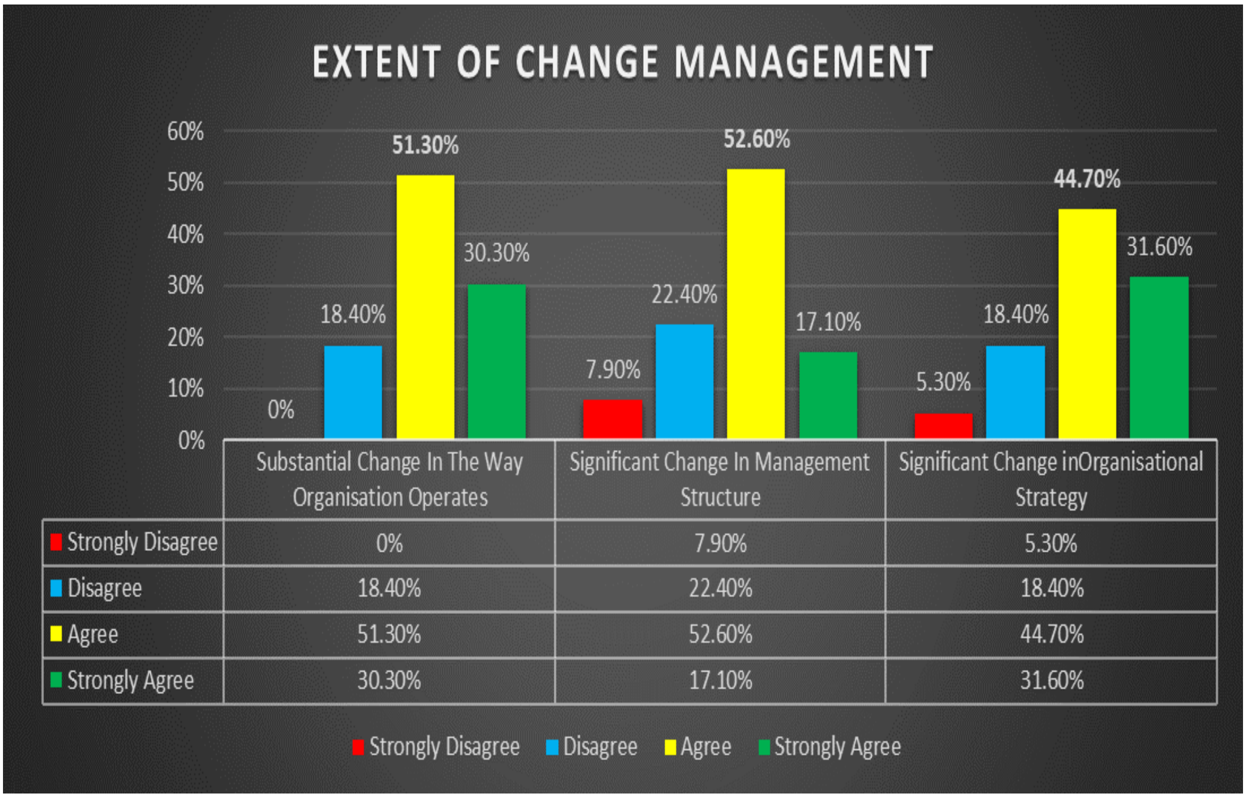


Figure 12: Extent of change management

This section is divided into three parts focusing on the main question: To what extent is change management evident to the respondents?

Question 1: Substantial change in the way the organisation operates

According to Figure 12, question 1, the majority of the participants (51.3%) confirmed the substantial change in the way in which the organisation operates. This was also confirmed by the second largest group who strongly agreed that there were significant changes in the way in which the company operates. Therefore, many of the respondents (82%) were in agreement regarding this matter, which proves that there were some changes taking place within the department and, significantly, that almost everyone was aware of the changes and that they were visible to most of the employees on a daily basis.

Question 2: Significant change in management structure

Figure 12 shows that 52.6% of respondents agreed that the management structure had changed, new positions had been created, while some had been dissolved in the process. A total of 17.1% supported this view by strongly agreeing that management structure had significantly changed. This confirms that, to most of the respondents, there was palpable evidence of how the management structure had been modified. Therefore, this could be very practical since change management entails dissolving some positions, creating new posts, dismantling the current reporting culture, redesigning a new structure, and profiling positions. This has shown to have a major impact on personnel who were directly and indirectly affected by the change in management structure, which could have included transferring some employees to areas where they were needed. It could further mean that the reporting line was changed, and in other sections positions were created to enhance the output performance. Based on the responses received, a small percentage of respondents disagreed and strongly disagreed that there had been a significant change in management structure within the Asset Creation Department.

Question 3: Significant change in organisational strategy

Responses to the last question, as depicted in Figure 12, indicates that 45% of the respondents agreed that the organisation's strategy had changed significantly. This is supported by the 32% of respondents who strongly agreed with this view. Overall, 77% of the respondents were of the opinion that significant changes had indeed occurred in the direction which the organisation had intended to take. This, in turn, confirms that it is the ultimate goal of any organisation where change management is occurring that their organisational strategy also needs to change to meet their new targets. In other words, change management aims to adjust the organisation's direction to meet its objectives. However, 23% of the respondents disagreed and held the view that the organisation had not changed their strategy and was still operating the same way. Those who disagreed with the change management strategy within the organisation might not have fully supported it and contributed enough to the objectives and goals of the organisation within the department.

4.2.3 Section C: Process of change management

Figure 13 illustrates the participants' responses for Section C: In the process of change management, have you been subjected to any of the following?

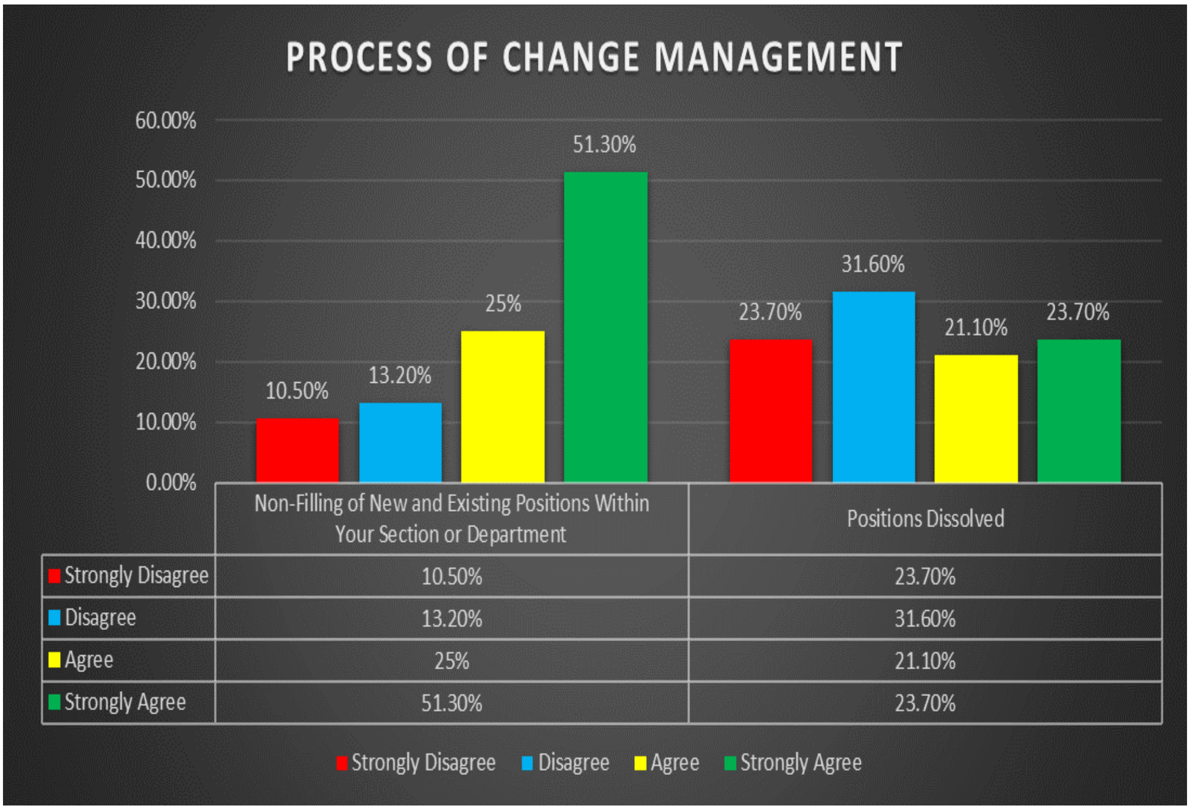


Figure 13: Process of change management (Part A)

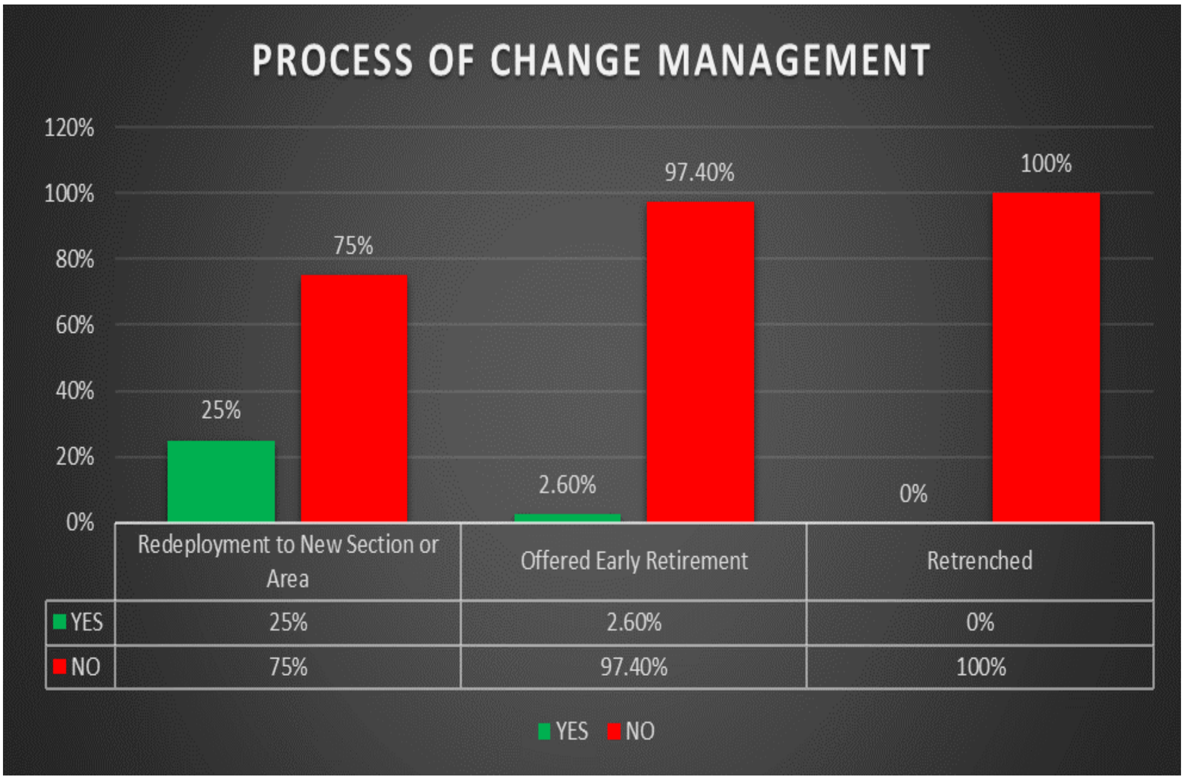


Figure 14: Process of change management (Part B)

This section is divided into five parts concerning the main question, namely: In the process of change management, have you been subjected to any of the following?

Question 1: Non-filling of new and existing positions within your section or department

Figure 13 illustrates that most of the respondents (25%) shared similar sentiments, namely that several positions had not been filled. This was supported by the majority of the respondents (51%) who held the view that positions had not been filled as required regarding the proposed change structure within Asset Creation. In contrast, some respondents (13%) disagreed and strongly disagreed (11%) with this view. This could be because the change management had been implemented in a different section within the organisational structure and affected people differently. Some might not have seen changes such as non-filling of vacancies, which means they might have met the threshold of enough resources within their sections.

Question 2: Positions dissolved

Figure 13 indicates almost balanced views as far as the dissolving of positions is concerned, with the majority (32%) disagreeing that positions had been dissolved during the process of change management. More importantly, 24% of the respondents supported this finding and strongly disagreed that positions had been dissolved during the execution of change management. The comparison of 56% against 44% of respondents shows that some positions could have been dissolved in one section of the organisation and none in another, which might have led to some respondents' not being aware of what was happening in the whole Asset Creation Department. These findings seem to be supported by most respondents, who agreed that no retrenchment had been undertaken and, as such, positions were as they had been outlined initially in the management structure within the Asset Creation Department.

However, 24% of respondents strongly agreed that positions had indeed been dissolved, resulting in deployment to a new area and/or section. This view was supported by 25% of respondents, as indicated in Figure 13. A total of 21% of the respondents shared similar sentiments, although they still constituted the minority who held the opinion that, in the new proposed change management process, positions had not been created. Designing functions constitute another crucial tool in the change management process. It aims to eliminate what is not being used and try to make something which is more pratical, which is what management could have done in this situation. This could be seen , especially if there were a lack of transparency and clear communication during the change management process.

Question 3: Redeployment to a new section or area

Figure 14 above indicates that most respondents (75%) had not been subjected to redeployment either in new areas or locations, nor had they been transferred to other locations. However, quite a number of respondents had been subjected to relocation to new places and/or sections. This indicates that the majority of the respondents had not been subjected to redeployment within the Asset Creation Department.

Question 4: Offered early retirement

Figure 14 indicates that about 97% of the respondents, if not all, had not been offered early retirement packages. About 3% had indeed been offered early retirement. This is evident in that the majority of employees over 51-60 years – which amounts to 23% of that age group – might have been offered early retirement as part of the cost-cutting measure the organisation had undertaken. It could be true that these were employees offered early retirement in that age classification category.

Question 5: Retrenched

According to Figure 14, no employee within the Asset Creation Department had been retrenched because of the change management process. The entire group of respondents (100%) agreed that no one had been retrenched. Although retrenchment is one of the most common tools and outcomes when a change management process is implemented, the results of this study indicate that this standard tool was not implemented at all. The approach of non-implementation of this particular tool could help the organisation with a succession plan and allow new employees to be mentored by experienced employees.

4.2.4 Section D: Question and/or uncertainty regarding change management

Figure 15 gives a graphical representation of the responses regarding Section D: Questions and/or uncertainties regarding change management.

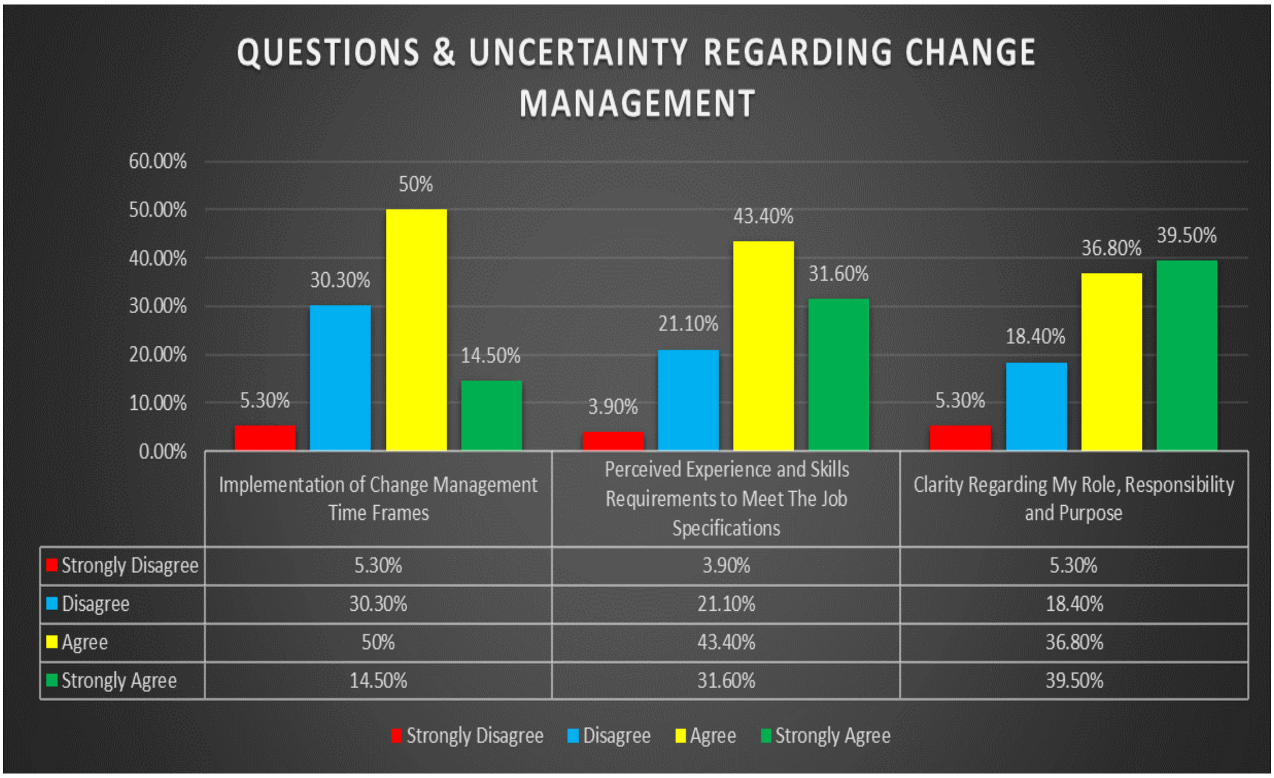


Figure 15: Questions or uncertainties regarding change management

Section D posed three questions about the main question, namely: Questions or uncertainties regarding change management.

Question 1: Implementation of change management time frames

Figure 15 shows that 50% of the respondents agreed that they had had questions or felt uncertain about the time frames when change management was implemented. Since change management takes a long time until it reaches the completion phase, it could be concluded that respondents might have experienced uncertainties because no one was able to tell the results, and it was a relatively new process to the organisation. Furthermore, 15% of the respondents strongly agreed that they had uncertainties and questions about the time the process had taken from beginning until completion. The general view of the respondents seemed to be that there had been no certainty as to what would happen at the end of the process.

However, 30% of the respondents held a different view, which could be attributed to the fact that they had been at the organisation a long ago and might have experienced many changes during their service. For example, they might have known that, regardless of the outcomes, they would not be retrenched or offered early retirement. Thus, they might have had less interest in the outcomes of the change management process, with another 5% sharing these sentiments.

Question 2: Perceived experience and skills to meet job specifications

Figure 15 shows that 43% of respondents believed that they had the skills to execute their job requirements. This was supported by 32% respondents, who felt that they had reached their perceived skills and experience to meet their job specification requirements, although these did not constitute performance. These findings could be attributed to the fact that 68% of the respondents possessed at least a Bachelor of Technology up to a PhD, which clearly shows that most employees were qualified in their perceived experience and skills for their job specification requirements. Most of the respondents (75%) within the Asset Creation Department were part of the main workforce, proving to management that they might possess the required skills and experience to execute and perform their jobs.

The remaining 25% of the respondents could be those with matric, a national diploma (N Dip), and other unspecified qualifications who might have felt that they did not have the necessary qualifications to meet the perceived skills for their job requirements. Among the respondents, no one had less than five years' experience within the department. One would assume that five years was enough to possess sufficient skills to meet one's job requirement specifications. The 25% of the respondents who had either matric, N Dip, or other qualifications necessitate that management within the Asset Creation embark on skills transfer, knowledge sharing, and training to reduce the percentage of the number of employees who believed they did not have the skills and/or experience to perform and execute their duties.

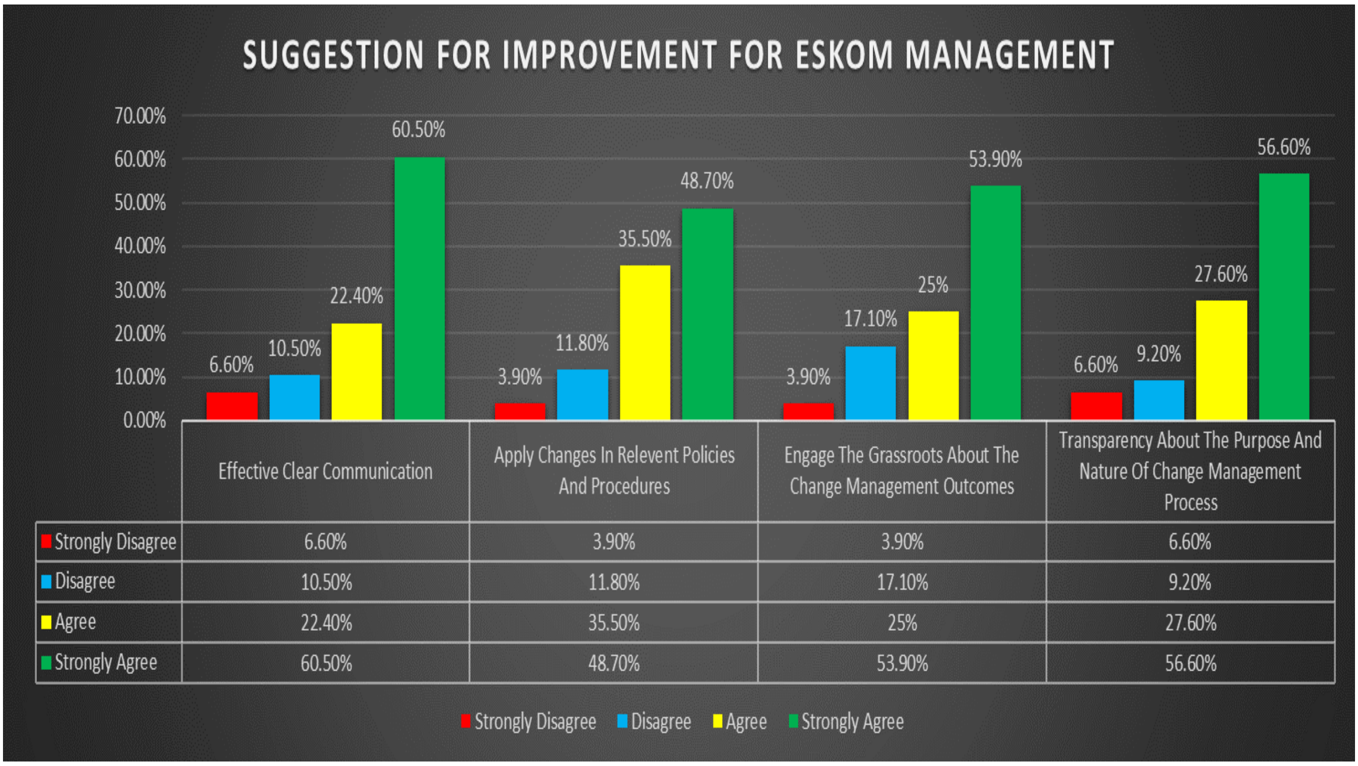
Question 3: Clarity regarding my role, responsibility, and purpose

According to Figure 15, 37% of the respondents agreed that they understood their role, responsibility, and purpose within the department. This is supported by the majority of the respondents (40%) who strongly agreed that they understood their roles, responsibility, and purpose. Therefore, the general assumption (77%) seems to be that the employees were aware of their expectations regarding their functions, responsibility, and purpose in the Asset Creation Department.

In contrast, 23% of the respondents disagreed that they knew their role, responsibility, and purpose within the department. This, could be as results of the fewer respondents who had matric, N Dip, and unspecified qualification because they did not have BTech to post-graduate degrees. Although, this does not translate to the fact that one is less qualified; therefore, they do not know their role, responsibility, and purpose. Most importantly, although the department is equipped withqualified respondents, some may still need direct supervision from the management regarding their role, responsibility, and purpose.

4.2.5 Section E: Suggestions for Eskom management

Figure 16 is a graphical representation of the responses to Section E: How can Eskom manage the change management process better?



	Effective Clear Communication	Apply Changes In Relevent Policies And Procedures	Engage The Grassroots About The Change Management Outcomes	Transparency About The Purpose And Nature Of Change Management Process
Strongly Disagree	6.60%	3.90%	3.90%	6.60%
Disagree	10.50%	11.80%	17.10%	9.20%
Agree	22.40%	35.50%	25%	27.60%
Strongly Agree	60.50%	48.70%	53.90%	56.60%

Figure 16: Suggestions for improvement for Eskom management

Section E consists of five questions about the main question. The first four questions are dealt with in reference to Figure 16, and the last question in reference to Figure 17.

Question 1: Effective clear communication

According to Figure 16, the majority of respondents (61%) strongly agreed that effective, clear communication during the change management process is important to ensure that the process takes its course, while 22% agreed. With regard to keeping employees informed about changes in the organisation and effective clear communication as the cornerstone for the successful change management process, 83% overall agreed. This high percentage proves that respondents had been well informed and kept up to date and involved at every stage of the change management process.

Question 2: Applying changes in relevant policies and procedures

Figure 16 shows that 35% of the participants confirmed that appropriate rules and procedures had been followed and used by management during the change management process. About 49% held the opinion that Eskom followed and applied correct policies and procedures. This also proves that the Eskom management indeed did not want to find themselves failing to ilmplement organisation policies and open to court challenges by agrievieved employees through their union represenatation. Some respondents (16%) felt that perhaps the correct procedures and policies had not been applied properly. This response could be ascribed to the fact that some respondents were not in favour of the changes and were comfortable with doing things the same way.

Question 3: Engaging lower-level employees in the change management outcomes

Figure 16 indicates that the majority of the respondents (53%) strongly agreed that Eskom management had indeed engaged them about the outcomes of the process, an opinion maintained by 25% of the respondents who indicated that they had known the results of the change management process. Considering the high percentage of agreement among respondents regarding the importance of effective and clear communication, it was to be expected that management had undertaken efforts not only to communicate the intention of the change management process, but also to ensure employee engagement to clarify the outcomes regardless of whether the results would favour either management or employees, or both.

Question 4: Transparency about the purpose and nature of the change management process

Figure 16 depicts that the Eskom management had not only communicated clearly and effectively but had indeed they had been transparent about the process and its purpose, with the majority of the respondents (57%) strongly agreeing, and a further 28% agreeing. Therefore, one can say that effective communication, engagement, and transparency had all been met expectedly, because it would not have been possible for the participants to respond differently when they had confirmed that indeed effective clear communication had taken place in the early stages of the process and further supported by robust engagement to ensure that everyone had been fully aware of the outcomes.

Question 5: At the time of the changes, did my trade union play a significant role?

Figure 17 illustrates the responses regarding the role of trade unions during the change. If the answer was yes, respondents had to state the role the trade union had played.

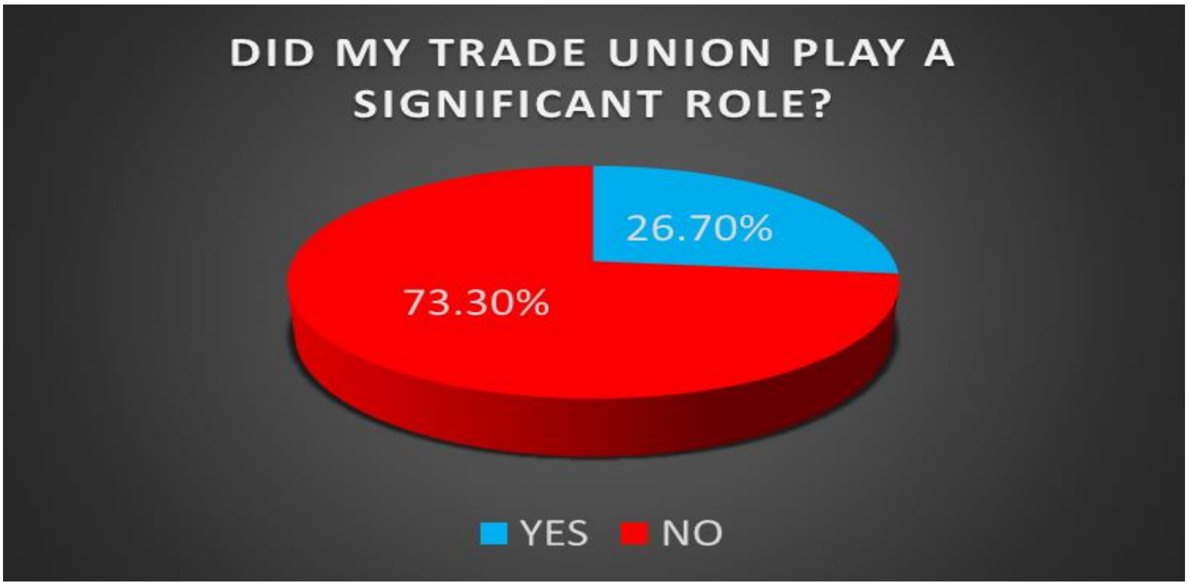


Figure 17: Role of trade union

From Figure 17, it is evident that the trade unions did not play any role during the change management process, as 73% of the respondents answered "no". This could be ascribed to the fact that 83% of the workforce comprised professionals such as managers, engineers, etc., with degrees, which means that they were better educated to understand the process and did not require trade unions to explain the situation to them. However, further research needs to be conducted to confirm whether these employees were members of trade unions or not.

In contrast, during the interviews, some respondents indicated that the trade unions had indeed played a significant role, as quoted below:

> Respondent 1: *They shared information in relation to the new process, constant updates and information sharing sessions.*
>
> Respondent 2: *They were invited to management meetings and trade union forums.*
>
> Respondent 3: *Formed part of the discussion, negotiations, and direct communication.*
>
> Respondent 4: *Unions were not asked to participate.*
>
> Respondent 5: *Trade unions ensured that no one would lose their job.*
>
> Respondent 6: *They were the voice of most employees in Asset Creation.*

Respondent 7: *They were involved in different aspects, such as labour consultative processes.*

In conclusion, most respondents' views, such as that management had communicated effectively and clearly and shared information, and that no one had been retrenched, and are confirmed by the results above. A total of 27% of the respondents agreed that, as much as they were involved in different aspects of the process, their views were generally confirmed by the respondent's results.

4.2.6 Section F: Impact of change management within the organisation

Figure 18 provides a graphical representation of the responses for Section F: The impact of the change management within the Asset Creation Department.

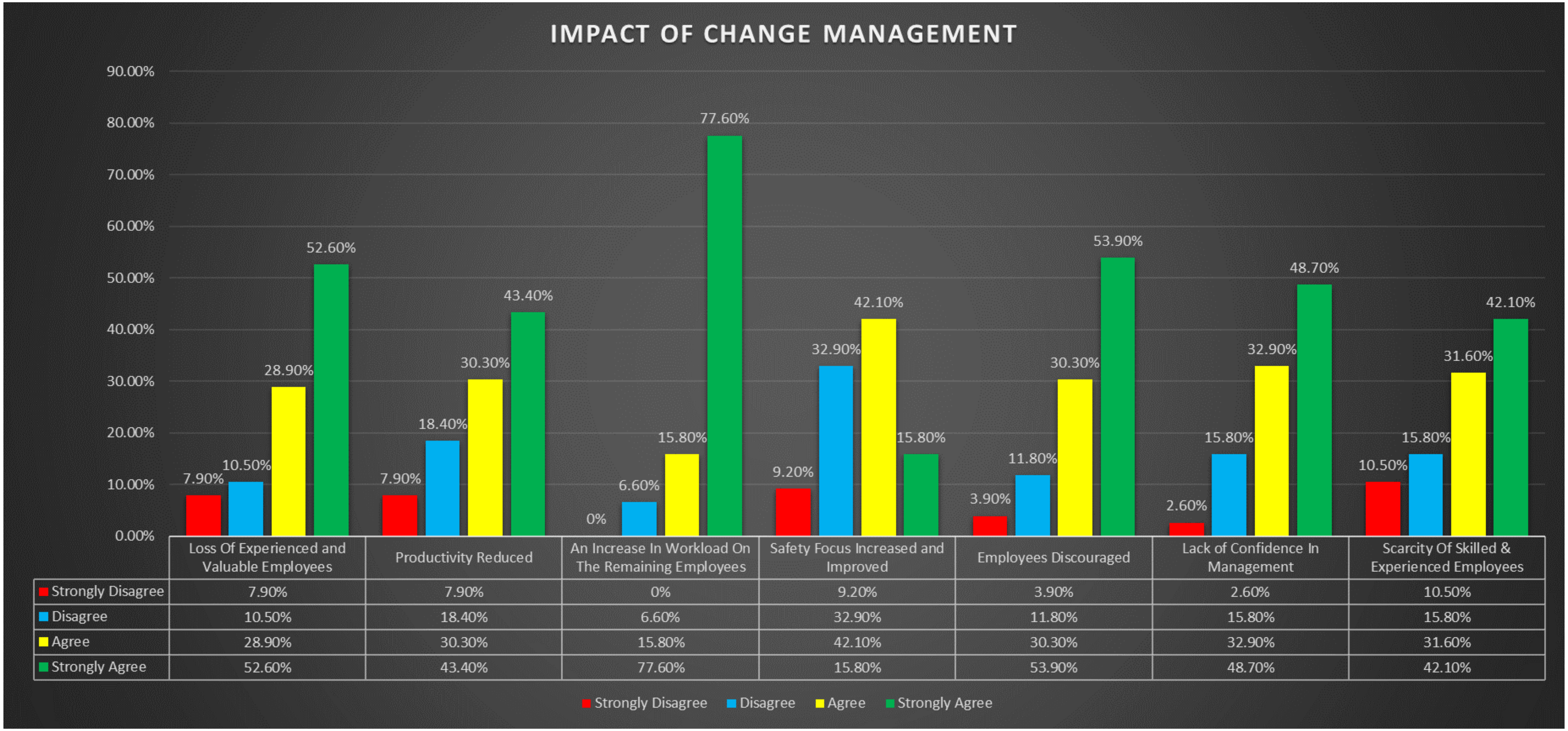


Figure 18: Impact of change management

This section consists of seven parts related to the main question: What was the impact of change management?

Question 1: Loss of experienced and valuable employees

Figure 18 shows that 29% of the participants agreed that they had lost experienced and valuable employees. This was maintained by the majority of the participants (53%) who strongly agreed that, indeed, helpful and skilled employees had left the Asset Creation Department. It is not clear whether these employees had resigned from Eskom as a whole or joined other departments. Further research could clarify this.

Question 2: Productivity reduced

Figure 18 indicates that 30% of the respondents agreed, and 43% strongly agreed, that their performance had decreased. This could have resulted in an overall reduction of productivity, which is in line with the fact that when a company loses experienced and valuable employees, a loss of productivity could follow.

Question 3: An increase in workload on the remaining employees

According to Figure 18, 16% of the participants agreed that they had experienced an increased workload. This was supported by an overwhelming majority of 78% who strongly agreed that the workload of the remaining employees had increased. This corroborates the general sentiments expressed for question 1, namely 82% of the respondents agreeing that they were losing experienced and valuable employees, which, in turn, led to a heavier workload on the remaining staff.

Question 4: Safety focus increased and improved

Figure 18 depicts that 42% of the participants agreed that greater focus had been placed on safety and that it had improved. This was supported by 16% of the respondents, attesting to a sense of advanced safety and general improvement. Most respondents (58%) agreed that safety is paramount in an organisation such as Eskom which is associated with high risk due to the service they offer. Thus, one would expect safety to be high priority during the change management process to ensure the welfare of employees.

Question 5: Employees discouraged

As illustrated in Figure 18, 30% of the respondents agreed that the change management process had discouraged employees, while the majority (54%) strongly agreed.The discouragement might have resulted in the loss of experienced and valuable employees, which, in turn, could have evoked feelings of discouragement among employees trying to find their feet in the workplace. Moreover, this is related to the loss of productivity; when personnel are discouraged, it could lead to poor performance and, therefore, reduce productivity.

Question 6: Lack of confidence in management

According to Figure 18, 33% of the respondents agreed that they did not have confidence in management, while nearly half (49%) strongly agreed. Therefore, the general view among the respondents (82%) seems to be that they did not have confidence in their management. This could be because change management had been new and there might have been speculations about the outcomes. Until the process of change management is been completed and the outcomes are known, confidence in management may be negatively affected.

Question 7: Scarcity of skilled and experienced employees

About 32% of the respondents presented in Figure 18 agreed there was a scarcity of skilled and experienced employees, supported by 42% who strongly agreed. Therefore, 74% of the respondents held similar opinions that there was a scarcity of skilled and experienced employees. This could be ascribed to Eskom's bad performance in recent years and continued load shedding, as well as the fact that experienced and valuable employees had left the Asset Creation Department.

4.2.7 Section G: The effects of the change management process on the individual

Figure 19 below provides a graphical representation of the responses for Section G: The effects of the process of change management on myself as an individual. The responses are presented in two figures, namely Figure 19 and Figure 20, respectively.

Part A: Questions

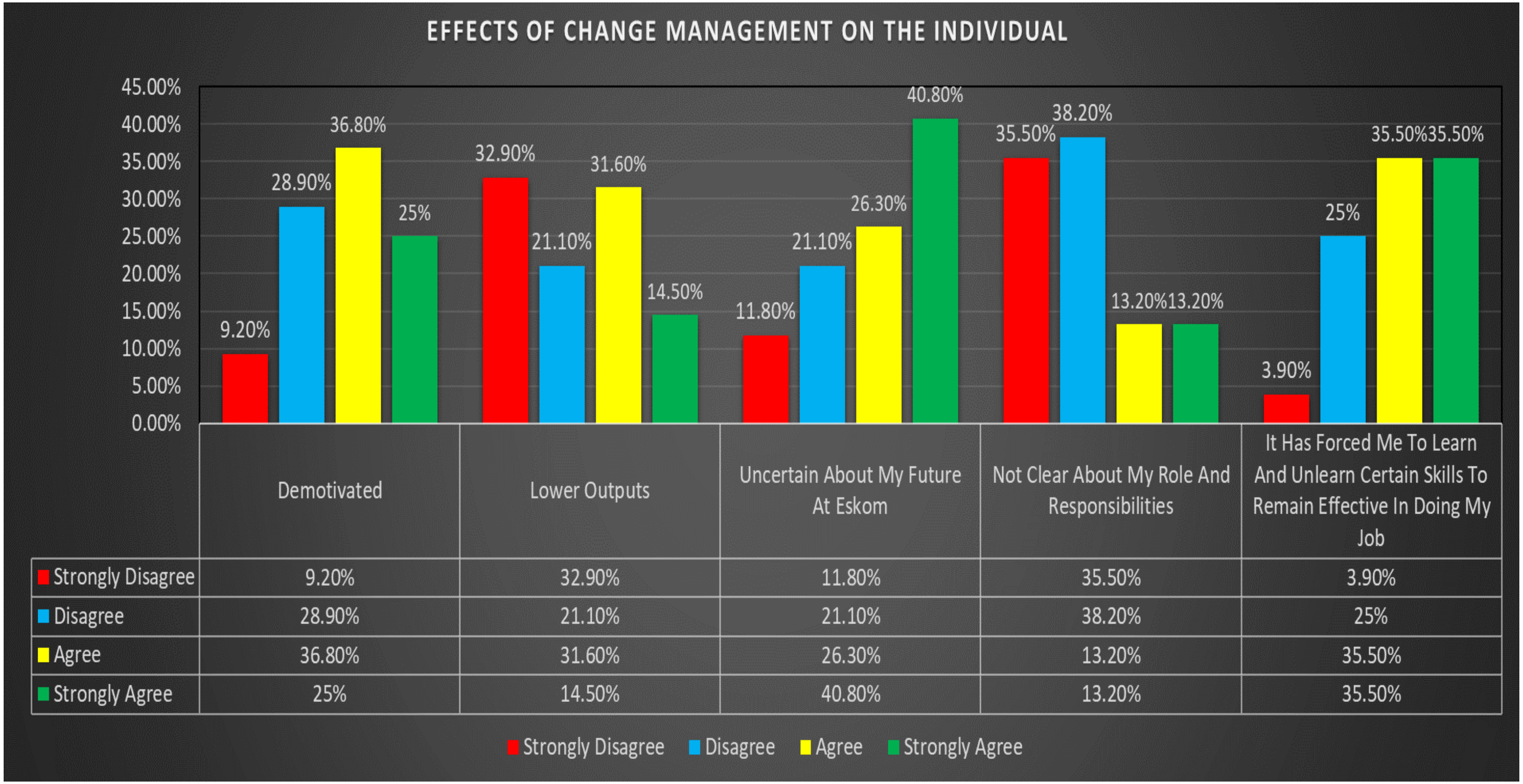


Figure 19: Effects of change management on the individual

Part B: Questions

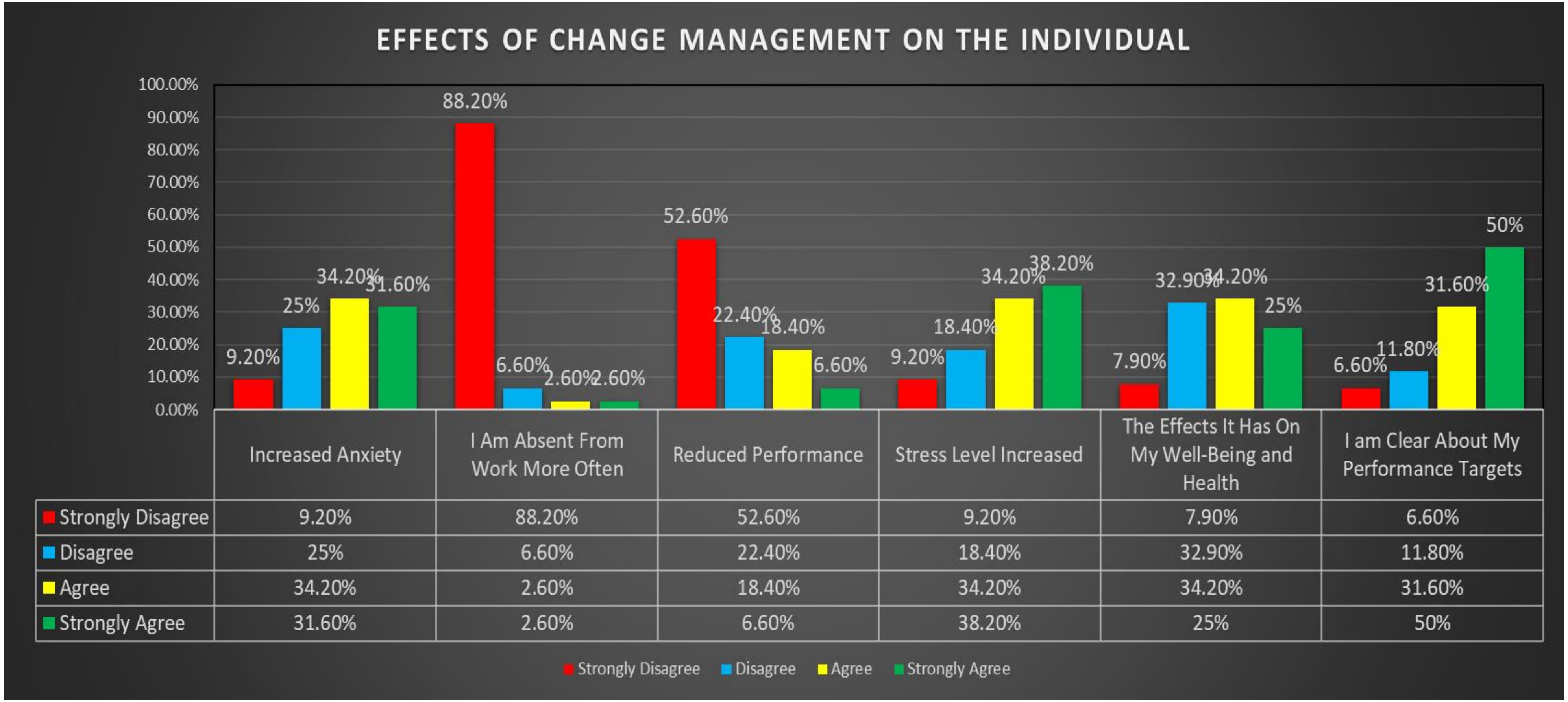


Figure 20: Effects of change management on the individual

This section consists of eleven questions related to the main question, namely: The effects of the change management process on myself as an individual.

Question 1: Demotivated

Part A of Figure 19 shows that 29% of the respondents disagreed that the effect of change management on themselves left them demotivated, which was supported by 9% who strongly disagreed. In contrast, 37% of the respondents felt they were left demotivated, supported by 25% who strongly agreed. The majority (62%) thus concurred that they felt personally demotivated. This may be attributed to the fact that 82% who had lost confidence in management and that skilled and valuable employees had left.

Question 2: Lower outputs

Part A of Figure 19 indicates that 21% of the respondents disagreed that the effects of change management had led them individually to have lower job outputs, while 33% strongly disagreed. On the other hand, 32% agreed, and 14% strongly agreed, that the effects of the change management had affected them negatively which lowered their outputs. A few respondents believed that there had been minor job outputs by the personnel within the department.

Question 3: Uncertainty about the future of Eskom

Part A of Figure 19 shows that 26% of the respondents agreed to feeling unsure about their future at Eskom, an opinion maintained by the majority (41%) who strongly agreed that they did not know what the future holds for their organisation. This could be related to the general sentiments that skilled, experienced, and valuable employees had left the organisation, contributing significantly to the shortage of qualified employees. The 21% who disagreed and felt sure about the future at Eskom could be those with more than 11 years' experience who felt for stability and succession. They might remain at the power utility, so too the minority of respondents (12%) who strongly disagreed that they felt unsure.

Question 4: Not clear about my role and responsibilities

According to Figure 19 Part A, 38% of the respondents disagreed that they were not clear about their role and responsibilities. This view was supported by 36% who strongly disagreed, indicating that, although they had been affected individually, it did not mean they were unsure about their expectations within the Asset Creation

Department. The fact that no retrenchment had taken place could have contributed to the fact that most employees were certain about their role and responsibilities. Furthermore, the fact that the Asset Creation Department supported clear, effective communication and embarked on a transparent process could be the reason why the employees were certain about their role and responsibilities individually.

Question 5: It has forced me to learn and relearn specific skills to remain effective in doing my job

As indicated in Figure 19 Part A, 36% of the participants agreed that the effects of the change management process had forced them to learn and acquire new skills to perform their job functions effectively. This view was strongly agreed to by the same number (36%) of respondents. Therefore, 72% of the respondents might have done training or attended a course to remain effective and productive. This is evidence of the fact that, when there is a deficit in skilled, experienced, and valuable workers, the organisation might embark on talent, training, and development programmes for employees.

Question 6: Increased anxiety

As indicated in Figure 20 Part B, 34% of the participants agreed, and 32% strongly agreed, that they had experienced more anxiety due to the individual effects of change management. This could be ascribed to the fact that the process was new, and no one knew exactly what it would entail, how long it would take, and the intended outcomes. In contrast, 25% of the respondents disagreed and a further 9% strongly disagreed that they had experienced increased anxiety. The reason could be that these respondents had perceived the clear, effective communication, robust engagements, and a transparency during the process.

Question 7: I am absent from work more often

As indicated in Figure 20 Part B, the overwhelming majority of the respondents (88%) strongly disagreed that they were often absent from work. However, there was a general feeling that increased anxiety did not deter employees within the department from being present at work. This could be construed as a result of sufficient support, and the majority agreed that they received training and their skills were sharpened to meet their set targets individually.

Question 8: Reduced performance

Figure 20 Part B shows that around 22% of the respondents disagreed that their performance had been reduced, while the majority (53%) strongly disagreed that their performance had been reduced as a result of the individual effects of change management. This is an indication that, when employees feel supported at the workplace and taken through talent development as part of the motivation to reach their set targets, absenteeism might be reduced. This, in turn, could be attributed to the fact that their performance was not reduced, an opinion supported by the majority of the respondents (75%).

Question 9: Increased stress level

As seen in Figure 20 Part B, about 34% of respondents agreed that their stress level had increased due to the effects of the change management process, while a further 38% strongly agreed. This could be associated with employees who were 51+ years of age and had plenty of work experience and skills within the department. However, this kind of employees may be because of the impact change management has brought such new roles, changes in job profiles, and new ways of doing things as a result of changes in technology and innovation which make it difficult for the older workforce to adapt quickly to these changes and thus find themselves more stressed.

Question 10: The effects it had on my well-being and health

Figure 20 Part B indicates that around 34% of the respondents agreed that the change management had affected them negatively. On the other hand, approximately 33% disagreed that it had affected them badly. This balance in views could be the result of the fact that, while some respondents had experienced an increase in anxiety and stress levels, they were never absent from work as one would expect from employees who are not well. In addition, one could attribute this to the fact that the organisation had been supportive, communicated clearly employees, and had been fully engaged in the change management process. However, the majority agreed that the process had affected their well-being and health, especially if their close, experienced, and valuable colleagues had left the Asset Creation Department.

Question 11: I am clear about performance targets

As indicated in Figure 20 Part B, 32% of the participants agreed that they were clear about their routine targets, while 50% strongly agreed. This view revolved around the response that the Asset Creation Department workforce had the necessary skills to do their job functions properly. They were offered training and skills development programmes and they understood their roles and responsibilities even after the change management process had taken place.

This related to the main question, namely: Do you perhaps see a long-term future with Eskom? If the answer was no, the respondents were requested to elaborate.

Figure 21 provides a graphical representation of the responses to this question.

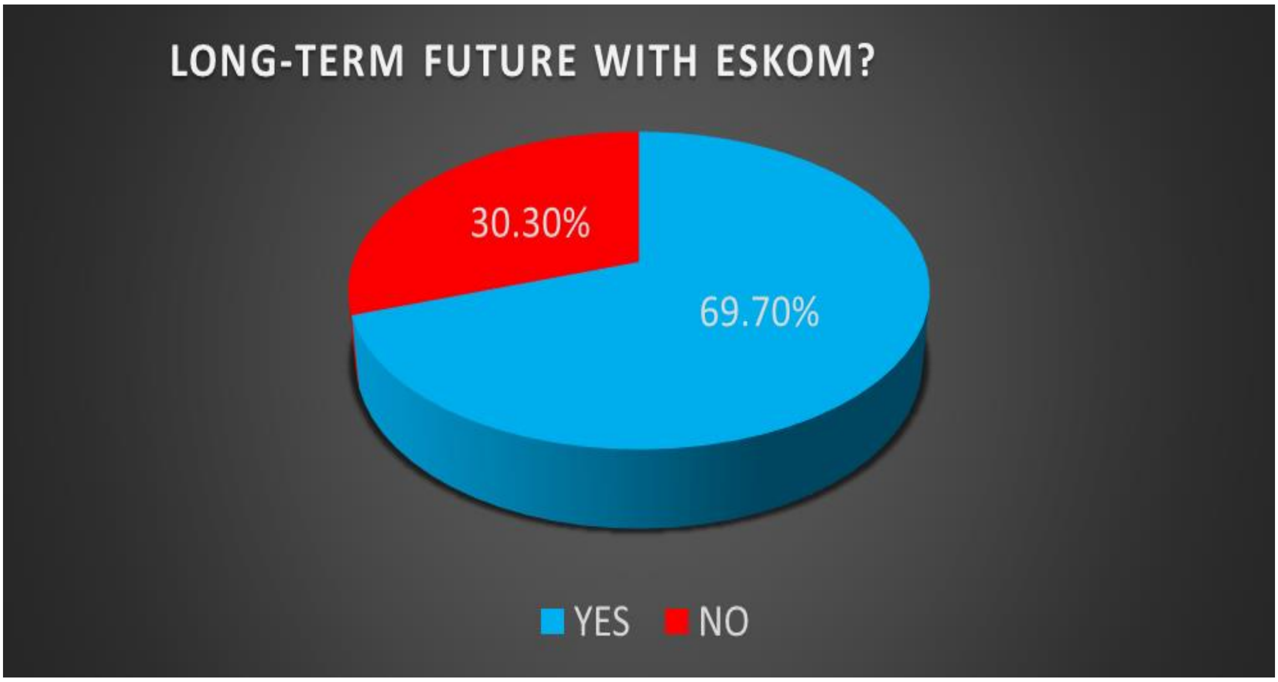


Figure 21: Long-term future with Eskom

From Figure 21 above, it is evident that 70% of the participants saw a long tenure for themselves at the power utility, despite the lack of confidence in management indicated earlier. This could be attributed to a changing of management from time to time. This also brings an opportunity for management to work towards going the extra mile to regain the confidence of their employees because workers are inclined to be more reliable to the organisation than the people managing it.

However, many respondents said they did not see a long-term future with Eskom. The following is a summary of why they said no.

Respondent 1: *The environment of Eskom is turning into politics daily; the regions do not make decisions or the operating units and, at times, not even by Eskom management itself, but instead by the politicians. There is a lack of objective rationale for the decisions made. Decisions are made according to political will of the country and not about the engineering factor. As such, the Eskom future is uncertain because it operates like a political party.*

Respondent 2: *I want to expand my career outside Eskom and do not foresee growth within the organisation.*

Respondent 3: *I cannot wait to go on pension, unsure if Eskom will last any further after being in the organisation for 33 years.*

Respondent 4: *Positions are not being filled.*

Respondent 5: *I applied for a position within the organisation with 12 years of experience but never reached the interview stage.*

Respondent 6: *Uncertainty about which direction the company is taking.*

Respondent 7: *I have to look after my health, and if things do not change, a space for a new person is needed.*

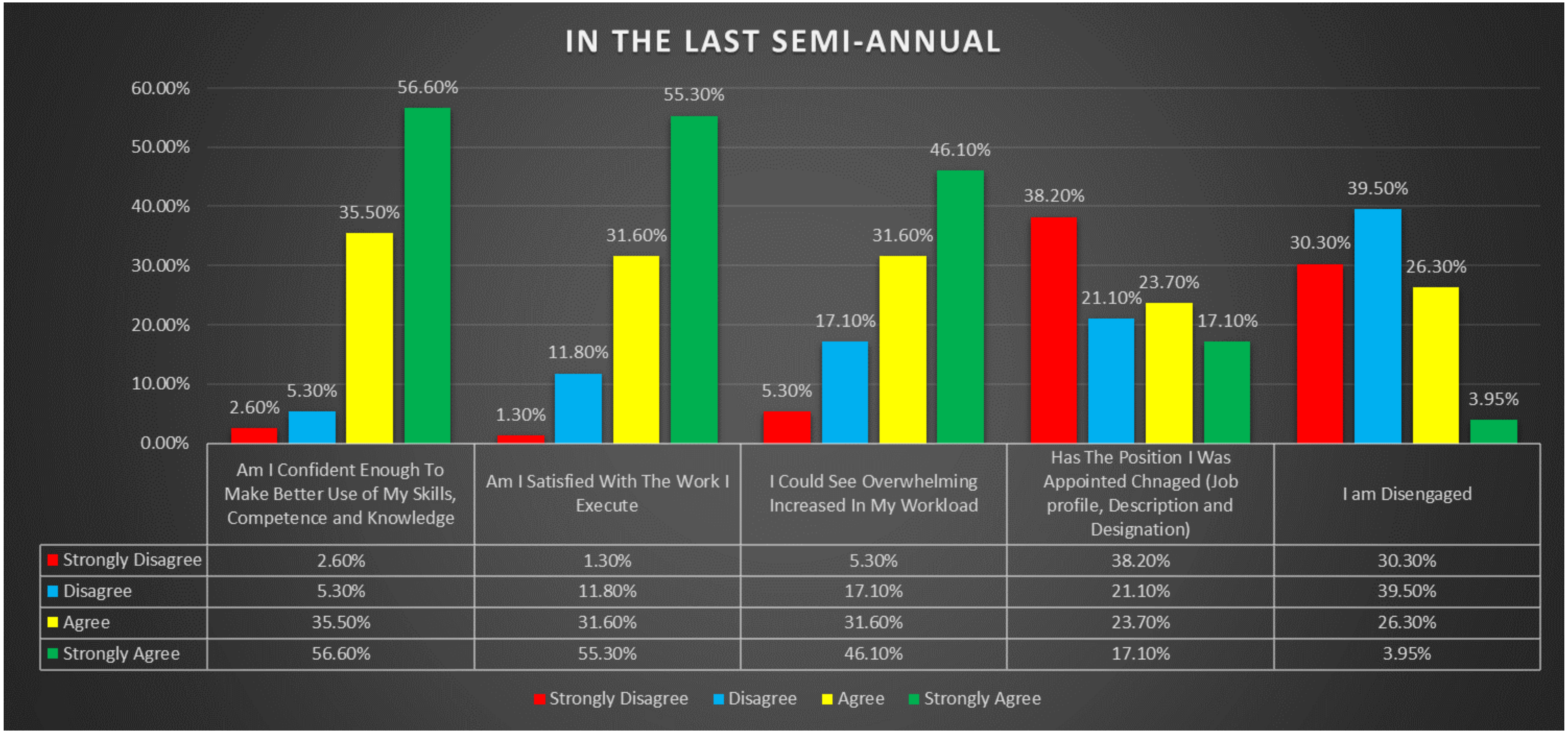
Respondent 8: *Only left with three years to go on pension, which is why I do not see myself as a long-term future of the organisation.*

Respondent 9: *Not a good working environment.*

To conclude, some respondents agreed with the statement that their stress levels and anxiety had increased. The fact could also not be ignored that some felt that the working environment was detrimental to their well-being and health. Some respondents, around 34%, thought that the change management had affected them negatively. They needed to look after themselves, and if the situation remained the same, they would relinquish their positions. Lastly, around 62% of the respondents felt demotivated, which could be the reason why they did not see a long-term future with Eskom, especially when they had been applying for promotion and never reached the interview stage.

4.2.8 Section H: In the last semi-annual

Figure 22 shows a graphical representation of the responses for Section H: In the last semi-annual (six months).



	Am I Confident Enough To Make Better Use of My Skills, Competence and Knowledge	Am I Satisfied With The Work I Execute	I Could See Overwhelming Increased In My Workload	Has The Position I Was Appointed Chnaged (Job profile, Description and Designation)	I am Disengaged
Strongly Disagree	2.60%	1.30%	5.30%	38.20%	30.30%
Disagree	5.30%	11.80%	17.10%	21.10%	39.50%
Agree	35.50%	31.60%	31.60%	23.70%	26.30%
Strongly Agree	56.60%	55.30%	46.10%	17.10%	3.95%

Figure 22: In the last semi-annual

This section consists of five parts related to the main question, namely, in the last semi-annual.

Question 1: Am I confident enough to make better use of my skills, competence and knowledge?

Figure 22 indicates that around 36% of the respondents agreed that they were entirely confident in making better use of their skills, knowledge, and competence, supported by the majority (57%) who strongly agreed. This could be attributed to the lack of confidence in management, combined with a view towards a long-term future within the organisation. This is also supported by the fact that the majority agreed that their performance had not reduced and that they were clear about their performance targets.

Question 2: Am I satisfied with the kind of work I execute?

As shown in Figure 22, 32% of the respondents agreed that they were satisfied with the job they do, while 55%, the majority, strongly agreed. Therefore, when employees are clear about their performance targets, have the necessary qualifications, are offered training and development, and the work environment is conducive for them to ensure their skills improves. The Asset Creation Department has no reason not to be satisfied.

Question 3: I could see an overwhelming workload increase

From Figure 22, it is clear that 32% agreed that they experienced an overwhelming workload increase, supported by 46% who strongly agreed. This could be attributed to the fact that experienced and valuable employees had left and positions had not been filled, as attested to earlier. This is further supported by respondents who did not see a future for them with Eskom.

Question 4: Has the position I was appointed to change in terms of job profile, description, and designation?

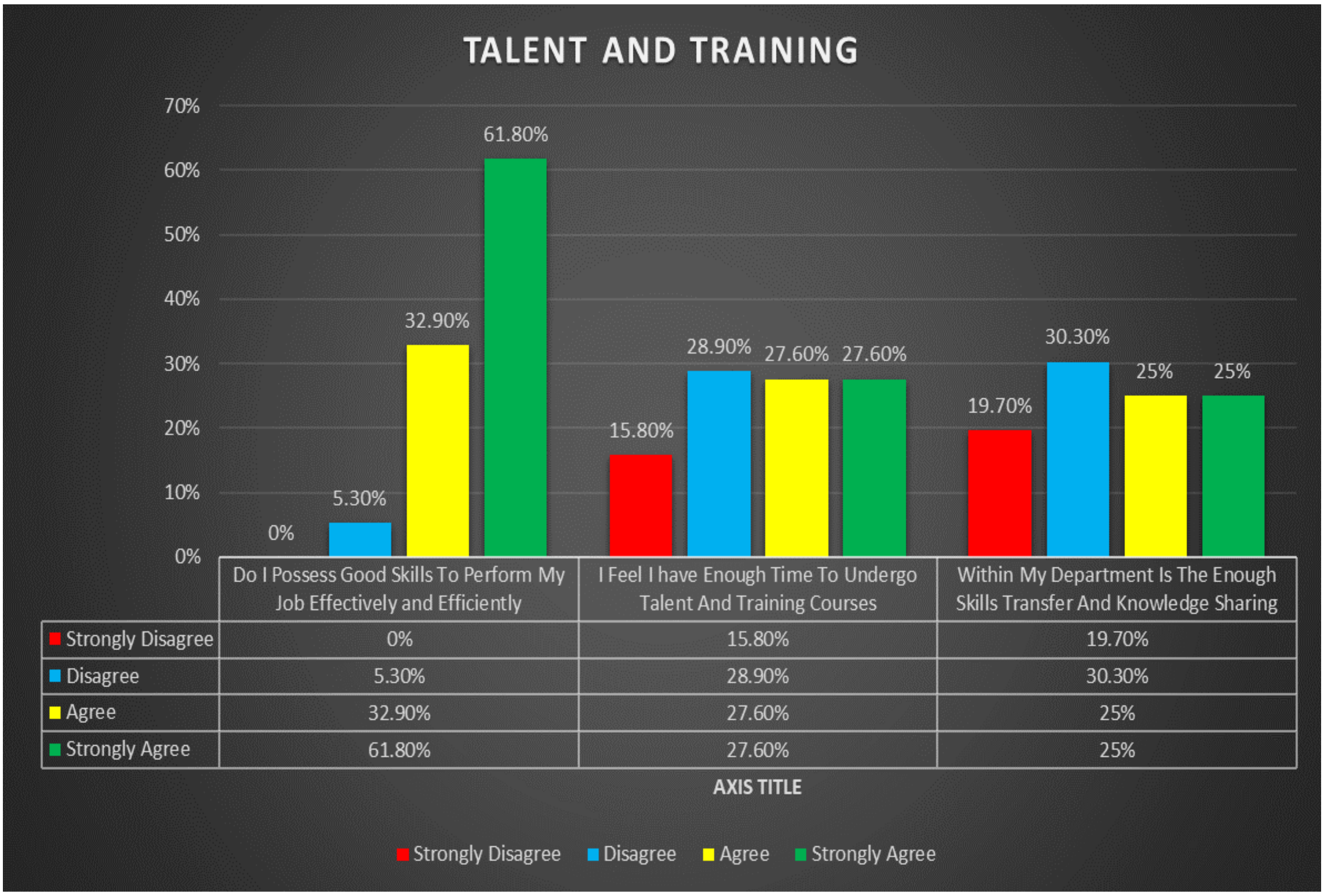
Figure 22 shows that 21% disagreed that their job profile, description, and designation had changed, while 38% strongly disagreed. Respondents indicated that they had not been redeployed to new areas during the change management process. This could explain the finding that the change management process had not caused a change in job profile, designation, and description. However, the organisational structure had seen significant changes.

Question 5: I am disengaged

As indicated in Figure 22, 40% of the respondents disagreed that they had become disengaged during the change management process, which was supported by 30% who strongly disagreed. The reason for tis could be that the department attempted to keep employees by offering them recognition and talent programs, training, and development programmes, making them more committed to their work. In addition, respondents indicated clear, effective communication from management, robust engagement in the process, and transparency. In this way, the employees might have been engaged throughout the process, especially when the outcomes had been communicated.

4.2.9 Section I: Talent and training

Figure 23 shows a graphical representation of the responses for Section I: Talent and training.



	Do I Possess Good Skills To Perform My Job Effectively and Efficiently	I Feel I have Enough Time To Undergo Talent And Training Courses	Within My Department Is The Enough Skills Transfer And Knowledge Sharing
Strongly Disagree	0%	15.80%	19.70%
Disagree	5.30%	28.90%	30.30%
Agree	32.90%	27.60%	25%
Strongly Agree	61.80%	27.60%	25%

Figure 23: Talent and training

This section consists of three questions concerning the main question: As far as talent and training are concerned . . .

Question 1: Do I possess good skills to perform my job effectively and efficiently?

According to Figure 23, 33% of the respondents agreed and 62% strongly agreed that they possessed the necessary skills to perform their jobs effectively and efficiently. This is in line with most respondents' having post-matric qualifications, which equips them with excellent skills to perform their job better.

Question 2: I feel I have enough time to undergo talent and training courses

From Figure 23, 56% of the participants agreed that, they would have the time necessary to attend talent and preparation courses Eskom may provide. It confirms that Eskom complies with the requirements of the Skills Development Act 97 of 1998 set out by the labour department for South African employees.

Question 3: Within my department are there enough skills transfer and knowledge sharing taking place?

Figure 23 indicates that the respondents are split in half regarding the sufficiency of skills transfer and knowledge sharing in the Asset Creation Department, with 50% agreeing and 50% disagreeing. This is a balanced view that the management needs to work on to provide skills transfer and knowledge sharing programmes for the employees without necessarily attending the course, which they do well in that regard such as having dedicated mentors to specific employees.

4.3 Summary of the results

Based on the results obtained, a general empirical conclusion for the study is drawn.

4.3.1 Change management outcomes

Several research studies have been conducted on the process of change management and its impact. The literature review confirms that some or other event needs to occur to set the change management process in motion. This will necessitate the management and leadership of the organisation to take difficult business decisions to adjust to the changes required. The increasing electricity demand in South Africa has led to various crises at Eskom, such as a high debt ratio, low staff morale, corruption, unsustainable business methods, poor operational performance, overstaffing in certain areas, deteriorating reputation, poor financial management, as well as declining customer satisfaction. All of this forced Eskom to implement change control in an attempt to maintain stability within the organisation. The effects of these crises had resulted in load shedding, which has become the norm and is impacting not only Eskom and its employees, but all South Africans and the country's economy in its entirety.

The outcomes of change management usually result in an organisation's downsizing, low staff morale, poor performance, loss of experienced employees, and increasing workload on the employees who remain at the organisation. The outcomes further lead to change in organisational structure because some employees are redeployed or relocated, and some are offered an opportunity to get new skills through talent and training development. Clearly, significant challenges are faced when change management is being implemented. Also, the organisational climate must be conducive to allow the new changes to be implemented, enable new skills to be brought in, and re-skill those who remain. Therefore, it is of great importance for change management to be acknowledged by all stakeholders and that the possible impact and outcomes should be communicated with transparency throughout the entire process. All necessary measures and monitoring techniques should be in place to recognise difficulties which might arise during implementation and to develop approaches to address them.

4.3.2 Research methodology

This study employed a non-probability purposive sampling strategy to answer the research questions. It should be noted that this sampling strategy does not lead to findings that can be generalised. The manner and attitude taken by the respondents have a meaning towards the change management process and their individual experiences could have influenced the results to a certain extent.

The results are based on the responses of 76 respondents out of a targeted population of 81, with an expected error margin of 5% and confidence level of 99%. According to the RAOSOFT sample calculator, the recommended sample number from a population of 81 is 73, and the threshold had been reached before the results were presented and discussed.

4.3.3 Results of the study

Conclusions were reached based on the statistical analysis, and general results of the study, in particular, were questions of YES/NO, were posed and followed by elaborating on the chosen answer.

The results indicated that males dominated the Asset Creation Department of Eskom's NCOU, while the majority of employees were black, followed by coloured, as far as race is concerned. Most of the employees were engineers, followed by general workers, with project coordinators, managers, and advisors forming the third largest group. Most of employees were in the age group 31-40 followed by 51-60 years. Fewer employees were in the 25-30 group and no one below 24 years. Employees with 11-20 years' experience formed the majority of the respondents, followed by those with 6-10 years of work experience, which put the organisation in a better place for system preparation and skills transfer.

The evidence from the respondents with regard to how apparent the change management was to them, was purely based on whether the organisation had changed in terms of its strategy, structure, operational performance, profitability, and sustainability, which are some of the intended principles of change. However, in the process of change management, employees typically have different feelings and questions regarding the process, ranging from how long the process will take, what skills they need to equip themselves with, will their job change or will they be relocated, will their new working environment be conducive to learning, and will they have clarity regarding their roles and responsibilities.

Employees seem to believe that management could do better regarding their questions and feelings of uncertainties and involve all critical stakeholders such as unions, while continuing to be transparent and communicating effectively. Based on the literature, the change management process has an impact, either negatively or positively, and could lead to the loss of valuable and experienced employees, poor performance, customer dissatisfaction, deteriorating reputation, increased workload, lack of innovation, and lack of confidence in management. In the case of Eskom, the aforementioned had led to employees' not seeing a future for themselves with the company. In contrast, the majority still seemed to enjoy the opportunities that the company was offering regarding talent and training.

4.4 Conclusion

The study has brought insight into the ability of the Asset Creation Department of Eskom's NCOU to attract employees with the required qualification and, more importantly, with a post graduate degree. The results show that most employees were 25 to 40 years of age, which can be described as a balanced workforce with regard to succession planning since there are a sufficient number of employees with more than 11 years of work experience. This would allow management to establish a culture of skills transfer and knowledge sharing in this department.

The majority of the participants agreed that there had been substantial changes in how the company operated, its organisational strategy, and repositioning in the market in order to remain sustainable. Most respondents agreed that they had experienced a high level of uncertainty about the time frames of the change management process, including concerns about the outcomes and whether they would have the skills required to execute their jobs competently. However, the respondents indicated that they were clear about their roles and responsibilities.

The results show that the outcomes did not include redeployment, early retirement packages, or retrenchment. The majority agreed that the management had managed the process better by being transparent and communicating clearly and effectively. In addition, there seems to be a lack of confidence in leadership among many employees, which should be of great concern to the organisation.

The study found that the unions played a minimal role in the change management process. Its impact of has resulted in a loss of confidence in management among Eskom staff, a loss of experienced and valuable employees, an increase in workload, and more emphasis put on a culture of safety within the organisation. Respondents seemed to agree generally that the impact of change management on them individually had noy caused lower morale and productivity. Overall, they indicated clarity about their roles and responsibility. Respondents also indicated that, despite increased levels of anxiety, they were not absent from work more often and their health, well-being, and performance had not been affected negatively.

Most of the respondents still felt like they had a long tenure with Eskom and were satisfied with their work, while acknowledging that some outcomes had negatively affected them being excluded from the change management process. The results further showed that workers were trained to acquire the skills needed to do their jobs, had the necessary qualifications, sufficient time, and were available to attend training programmes. Management should do better in skills transfer and knowledge sharing.

The results provide evidence that workload had increased while productivity had decreased. However, morale was high, and the change management affected the employees of the Asset Creation Department in the NCOU.

CHAPTER 5: RECOMMENDATION AND CONCLUSION

5.1 Introduction

This study investigated and critically analysed the influence of change management in the Asset Creation Department of Eskom's Northern Cape Operating Unit. The study attempted to outline the effects of change management by presenting a scrutiny of the literature on the change management procedure and an analysis of the impact of change management on the personnel in the selected population. The outcomes concerning the effect of change management on the employees' productivity, morale, and assignment were evaluated. The aim was to make recommendations to Eskom which would help to improve or add value to their change management processes.

The background of the research, the literature review, the methodology, and the primary data analysis were discussed in Chapters 1, 2, 3, and 4, respectively. The objectives of the study towards addressing the research aim were set out in Chapter 1 section 1.5. Chapter 5 presents the findings and recommendations that will benefit both Eskom and future researchers in the field of study.

5.2 Findings from the literature review

The study confirmed that change cannot be regarded as an event, but rather a procedure with measures that are implemented over time. In addition, change is inevitable because the economic environment is continuously changing and adapting (McAnancy & Williams, 2010, p. 33). To persevere through the process, sustained creativity, imagination, and patience are required (Neuman & Robson, 2014). Kreitner and Kinicki (2015) posit that resistance emerges immediately when there are indicators of change on the organisational horizon. The literature also revealed that change management is a dynamic and complicated process, causing conflict between those who look forward to an improved future and those who panic and are unsatisfied with the process of change management (Lalonde, 2010). In an organisation, employees are more often than not the primary source of resistance due to the uncertainties regarding how the change will affect them individually (Coetzee & Stanz, 2016). However, when communication between top management and employees is aligned and effective, all stakeholders are more likely to embrace the change (Bruckman, 2008).

Neacsu and Platon (2019, pp. 30-38) recommend that organisations use a model divided into four components – involvements, calculated tactics, target necessities, and yields – as a strategy during the change management process. However, change is often not successful (Kotter, 2005). Kubler-Ross and Corr (2020, pp. 294-322) concur by arguing that reassurance is needed to say that, although there is a change in the organisation, the employees will be supported throughout the process. Similarly, Burger *et al*. (2012, pp. 8-11) note that organisations must employ transformational and transactional variables to inform employees about the necessity of change and encourage them to show willingness to change. According to Terry and Jimmieson (2003, pp. 91-101), the stress and coping mechanism approach is the most viable strategy as it deems employee participation in terms of effective communication and the decision-making process, as well as leadership style, to be the main characteristics of the organisational change process which has a substantial impact on employee behaviour and their stress and coping mechanisms.

5.3 Key findings

In the study, both primary and secondary information were gathered from responses from the questionnaire and academic papers to explore and reach the objectives of the study. Below is a brief discussion of the study's objectives and whether they have been achieved.

5.3.1 To conduct a literature review on change management

This objective focused on understanding the impacts of change management by evaluating and unpacking each impact in the Asset Creation Department of Eskom's NCOU. The objective was achieved through the collection of relevant secondary data, which were presented and discussed in Chapter 2. Different models for the implementation of change in organisations and theories on change management were presented. The key finding regarding this aspect is that the change management process should have a budget and specific time frame so that the employees are not subjected to long waiting periods before receiving clarity on job specifications, roles, and responsibilities. It is recommended that Eskom management be inclusive and allow their employees to participate throughout the process. Furthermore, the study achieved its purpose by following the procedures and steps outlined in the literature review in the manner in which this process can be managed better and implemented successfully, especially when there were no employees redeployed and/or losing their jobs.

5.3.2 Change management of employees in Asset Creation in Eskom's NCOU

The study found that there have been recurring problems with regard to change management in the NCOU since early 2010 because no proper evaluation has been done to identify the impact of change management processes on employees in this operating unit. The primary data indicated that the process of change management had contributed to the pressure experienced by both new and existing employees because of the limited resources available in this unit. Also, organisational challenges emerged in the process of change management in the form of increased work overload and low staff morale. These challenges reduced productivity, which, in turn, could have directly impacted the unit's performance targets. It was also noted that the primary functions of distributing electricity, maintaining existing infrastructure, and building new substations and power lines did not receive much-needed attention. However, the study suggested otherwise; most employees acknowledged that communication, adherence to policies and procedures, and transparency about the purpose of change would help Eskom achieve its objectives.

5.3.3 To determine the staff's response **to the proposed change management of managers and non-managerial employees of Asset Creation in Eskom's NCOU**

The study achieved this objective by collecting primary data via an online questionnaire focusing on: the loss of experienced and valuable employees; productivity reduction; increased workload on the remaining employees; increased and improved focus on safety; discouragement among employees; lack of confidence in management; and scarcity of skilled and experienced employees. The key finding was that, although there was a lack of confidence in leadership among the employees, some employees chose to stay with the organisation. Despite an increase in workload, many employees kept working without suffering negative effects on the well-being. Dealing with work pressure was the area of the greatest concern for many employees.

5.3.4 To evaluate whether the change management was fair to all staff, considering their on-the-job training, formal qualifications, required skills, and experience

Findings showed that some employees had the skills to perform their jobs successfully and take enough time to concentrate on the training they had received. However, some responses from the participants highlighted a lack of skills transfer and knowledge sharing. This had led to demotivation, unproductivity, and increased anxiety among some employees. In contrast, some employees remained professional by coming to work as expected, taking care of themselves, and staying focused on their job outputs throughout the process. One could argue that, although there were concerns among the employees about the change management process, their professionalism might have helped them to remain true to their job expectation and stay focused on delivering job outputs amid the uncertainty and stress. This finding reflects that the process of change management was, to a large extent, fair to all considering that some support was offered in terms of training. Also, employees were able to further their studies and had the required skills to deliver, although some felt they had lost valuable and experienced employees.

5.3.5 To determine whether all employees were comfortable with the proposed change management process

Most respondents felt negative about the non-filling of new vacancies and the existing vacancies that were brought on by the organisational structure changes in their section or department. On the other hand, the respondents indicated that the organisation had better and relevant policies and procedures in place during the change management process and there was communication with the lower-level employees about the outcomes of the process. Also, the organisation was transparent about the purpose and nature of the change management process.

Overall, the respondents indicated that they had not become disengaged, were given the opportunity to show their skills and competence, and were still confident that they could contribute positively. Lastly, although the majority felt uncomfortable in the process of change, they were not affected to such an extent that they could not deliver on their job output. In conclusion, employees were able to come through with the changes that the change management process had brought.

5.3.6 To determine and recommend what could be done to improve the change management of managers and non-managerial employees of Asset Creation in Eskom's NCOU

The objective of undertaking the process of change management was to bring noteworthy change in relation to strategic direction to benefit Eskom's NCOU with regard to business operations, strategy, structure, and culture to improve the working condition of their employees. The importance of acknowledging change management by all stakeholders was emphasised, as well as the importance of communication in considering the possible impact and outcomes, to ensure a transparent process. This objective was achieved by the study. The recommendations are presented in the following section.

5.4 Recommendations

Concerning the strategy of change management, it is crucial that management maintain this change process so that employees can observe and identify the specific changes that have taken place.

Eskom's recruitment policy should make provision for the filling of new and existing vacancies promptly to ensure continuity of job outputs. The failure to fill vacancies promptly created an unstable operational situation with employees suffering from increased stress and anxiety, which could have been prevented.

Eskom's NCOU should ensure that the time frames of the implementation of change management are short and specific to reduce uncertainty among employees about their future.

Through its communication policy, Eskom had effectively conveyed the change management process to the workers and must continue to adhere to this policy throughout their regular operations in the future.

Eskom should discuss proposed changes with trade unions to improve relations with and involvement of stakeholders in the change management process. Although trade uninions re the only representation of employee interesrs in the organisation, the study found that they did not play significant role in the change management process at the NCOU. Their involvement is expected to further increase transparency and contribute significantly towards ensuring that employees embrace the change management process.

Failure to recruit new employees and fill vacancies during the change management process, as well as the loss of experienced and valuable employees, resulted in unproductivity. Therefore, more consideration should be given to outsourcing certain operational activities and employment of suitably skilled casual workers to decrease the workload, and, in turn, the stress level of the remaining employees. Another suggestion is to improve the recruitment time frames to ensure that vacancies are filled promptly.

Although many employees had clarity about their roles and responsibilities, they felt discouraged and were unsure about their future with Eskom. This, in turn, led to a loss of productivity. Therefore, Eskom should put measures into place that can provide more certainty to employees and limit potential loss of production.

As a result of the duration of the change management process, employees began to lose confidence in management, which may lead to many unintended consequences, such as a loss of control over the process by the management. Again, reasonable and realistic time frames would strengthen the trust in the employee–employer relationship, as well as having clear goals and direction.

Increased stress and anxiety levels and disengagement coupled with work overload, non-filling of new and existing openings, together with a loss of production led to low morale among employees. This, in turn, hindered the execution of strategic decisions and, as such, personnel were not fully supportive of the process. It is vital that the change management process is managed properly to limit or avoid low staff morale and disengagement among employees.

5.5 Limitations of the study

The study did not cover Eskom nationally and only focused on the Asset Creation Department in the NCOU Distribution Division, specifically in the Gemma Cluster.

Therefore, the study only reflects findings regarding this particular department. It is suggested that further studies be conducted on the other five clusters of Eskom to explore the outcomes that could contribute to an overall positive impact of the change management process on the entire organisation.

5.6 Significance of the study

This study adds value to the fields of change management, the change management process, and economic management sciences. Since there are limited research studies on the influence of the process of change management in the energy sector, the researcher expresses his hope that this study would bring some insight into the energy crisis the industry is facing at present.

The following contributions are made by the study:

- The impact of the change management process on staff morale at Eskom's NCOU.
- An evaluation of staff responses about the change management process of the productivity operations at Eskom's NCOU.
- An evaluation of the fairness the change management process towards employees at Eskom's NCOU.
- The impact of the change management process with regard to time frames, initiation, and implementation stages, and
- An evaluation of takeholder involvement and interventions during the change management process and its policy and procedures.

5.7 Summary

The study indicated that employees in the Asset Creation Department at Eskom's NCOU experienced low staff morale, discouragement, a loss of productivity, and increased workload. In turn, stress levels increased and employees felt demotivated due to the loss of highly skilled colleagues. Furthermore, the company failed to fill new and existing vacancies promptly, if at all, which caused a decrease in commitment among employees and a loss of confidence in management. In contrast, the company made safety a priority.

The study found that, in general, the change management pricess was not properly managed, resulting in anxiety among the employees. Similarly, the process of change management was not correctly implemented and controlled because a timeline was not indicated. Consequently, the organisation provided sufficient communication of the intention. As such, employees had to wait for the completion of the change management process to know their roles and responsibilities, although they were familiar with the talent and training requirements to execute the changes when required in their jobs.

5.8 Conclusion

This research report consists of five chapters. The aim of the study was presented in the first chapter, followed by a survey of relevant sources in the second chapter. The methodological choices for the study was justified in the third chapter, while in the fourth chapter, data collected fro participants were presented and analysed. The final chapter, Chapter 5, discussed the findings and provided recommendations, encouraging further research on the impact of change management on employees in all Asset Creation Departments at Eskom across South Africa.

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APPENDIX A: RESEARCH SURVEY QUESTIONNAIRE

STUDY TOPIC: *CHANGE MANAGEMENT IN THE ASSET CREATION DEPARTMENT OF ESKOM'S NORTHERN CAPE OPERATING UNIT*

INSTRUCTION TO COMPLETE THE QUESTIONNAIRE

1) Please ensure that all your answers are clearly marked with X in an appropriate block.
2) Questionnaire are ranked 1 up until 4, 1 indicating Strongly Disagree and 4 indicating Strongly Agree.

SECTION A: BIOGRAPHIC INFORMATION								
1.1. Gender	Male		Female					
1.2. Race Classification	Black	Coloured	Indians	White	Asian	Other		
1.2.1. If Other" be specific								
1.3. Position Held in Organis	Senior Manager	Middle Manager	Advisor	Engineer	Technician	HR	Assistant	General Worker
1.4. Department								
1.5. Section								
1.6. Cluster	GEMMA	LIMLANGA	CENTRAL	COASTAL				
1.7. Age Group	18-24	25-30	31-40	41-50	51-60	60+		
1.8. Years of Experience in organisation	2 or less	3 to 5	6 to 10	11 to 20	21 to 30	31 or more		
1.9. Highest Qualification Ob	Matric	National Diploma	B-tech Degree	Bsc Degree	Post Graduate	Masters Degree	PhD Degree	
1.10. Email address, if any feedback is required								
SECTION B								
To what extent is Change Management evident to you?			Strongly Disagree	Disagree	Agree	Strongly Agree		
2.1. QUESTION 1	Substantial change in the way organisation operates		1	2	3	4		
2.2. QUESTION 2	Significant change in management structure		1	2	3	4		
2.2. QUESTION 3	Significant change in organisation strategy		1	2	3	4		

SECTION C					
In the process of change management have you been subjected to any of the following		Strongly Disagree	Disagree	Agree	Strongly Agree
3.1. QUESTION 1	Redeployment to new section or area	1	2	3	4
3.2. QUESTION 2	Offered to early retirement	1	2	3	4
3.3. QUESTION 3	Non-filling of new and existing positions within your section or department	1	2	3	4
3.4. QUESTION 4	Retrenched	1	2	3	4
3.5. QUESTION 5	Positions dissolved	1	2	3	4

SECTION D					
The following questions or uncertainties are posed to you regarding change management		Strongly Disagree	Disagree	Agree	Strongly Agree
4.1. QUESTION 1	Time frames for change management implimenting	1	2	3	4
4.2. QUESTION 2	Perceived experience and skills requirment to meet the job specifications	1	2	3	4
4.3. QUESTION 3	Clarity regarding my role, resposibilites and purpose	1	2	3	4

SECTION E					
Eskom senior management can manage change management process better by:		Strongly Disagree	Disagree	Agree	Strongly Agree
5.1. QUESTION 1	Effective clear communication	1	2	3	4
5.2. QUESTION 2	Apply changes in relavant policies and procedures	1	2	3	4
5.3. QUESTION 3	Engage the grassroots employees about the	1	2	3	4
5.4. QUESTION 4	Transparency about the purpose and nature of change management process	1	2	3	4

5.5 At the time when change was happening, did my trade union played significant role:

YES	OR	NO				

If **YES** then state and clarify their role played:...
....
....
....

SECTION F					
Impact of change management within organisation had let to:		Strongly disagree	Disagree	Agree	Strongly Agree
6.1. QUESTION 1	Loss of experienced and valuable employees	1	2	3	4
6.2. QUESTION 2	Productivity reduced	1	2	3	4
6.3. QUESTION 3	An increase in workload on other remaining employees	1	2	3	4
6.4. QUESTION 4	Safety focus increased	1	2	3	4
6.5. QUESTION 5	Employees discouraged	1	2	3	4
6.6. QUESTION 6	Lack of confidence in management	1	2	3	4
6.7. QUESTION 7	Scarcity of skilled and experienced employees	1	2	3	4

SECTION G					
The effects of change management process towards myself as an individual		Strong Disagree	Disagree	Agree	Strong Agree
7.1. QUESTION 1	Demotivated	1	2	3	4
7.2. QUESTION 2	Lower outputs	1	2	3	4
7.3. QUESTION 3	Unceratain about my future at Eskom	1	2	3	4
7.4. QUESTION 4	Not clear about my role and responsibilities	1	2	3	4
7.5. QUESTION 5	It has forced me to learn and unlearn certain skills to remain effective in doing my job	1	2	3	4
7.6. QUESTION 6	Increased anxiety	1	2	3	4
7.7. QUESTION 7	I am being absent at work more often	1	2	3	4
7.8. QUESTION 8	Reduced performance	1	2	3	4
7.9. QUESTION 9	Stress level increased	1	2	3	4
7.10. QUESTION 10	The effects it has on my well-being and health	1	2	3	4
7.11. QUESTION 11	I am clear about my peroformance targets	1	2	3	4

7.12. Perhaps, do you see a long term future for yourself at Eskom:

YES	OR	NO

If **NO** please eleborate more……

……

……

……

SECTION H					
In the last semi annual(six 6 months):		Strong Disagree	Disagree	Agree	Strong Agree
8.1. QUESTION 1	Am I confident enough to make better use of my skills, competence and Knowledge	1	2	3	4
8.2. QUESTION 2	Am I satiefied with the work I execute	1	2	3	4
8.3. QUESTION 3	I could see overwhelmed increased in my workload	1	2	3	4
8.4. QUESTION 4	Has the position I was appointed to changed (job profile, description and designation)	1	2	3	4
8.5. QUESTION 5	I am disengaged	1	2	3	4

SECTION I					
As far as talent and training is concern:		Strong Disagree	Disagree	Agree	Strong Agree
9.1. QUESTION 1	Do I posses good skills to perform my job effectively and effieciency	1	2	3	4
9.2. QUESTION 2	I feel I have enough time to undergo talent and training courses	1	2	3	4
9.3. QUESTION 3	Whithin my department there is enough skill transfer and knwoledge sharing	1	2	3	4

I would like to thank you for taking your time in your daily busy schedule and volunteer to participate in this important research study