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To examine the effect(s) of organisational change on knowledge workers post acquisition in an alcoholic beverage company in S.A.

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A Research Report submitted to the Faculty of Engineering and the Built Environment, University of the Witwatersrand, in fulfilment of the requirements for the degree of Master of Science in Industrial Engineering.

2020 November 03

University of the Witwatersrand, Johannesburg

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Declaration

Name: Boitumelo Sebapalo Student No.: 1311536

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Abstract

The aim of the study is to examine the effect(s) of organisational change on knowledge workers post acquisition in an alcoholic beverage company in South Africa and identify dynamics underlying organizational culture changes and their impact on knowledge workers. The research was focused on current and former employees of the organisation in South Africa who are considered knowledge workers at any level of management or speciality in the jobs they perform.

In the viability analysis of the acquisition risk, cultural clash was identified as a concern by the leadership of the acquiring company. Previous work has looked at the successes and failures of Multi-National Company performance post an acquisition, but most have not addressed the impact of organisational change and organisational culture change on knowledge workers after a corporate acquisition.

The research was conducted through the attainment of information from participants through an online survey. The research tested if the change was managed and if it reflected theoretical change management frameworks of Kurt Lewin's and /or Josef Prosci's ADKAR. The research questioned the relevance of some theoretical change management frameworks in transitional change. This implies looking at factors that warrant change (what are the gaps identified by those wanting the change or the rationale wanting for the change) and how the leaders effect the change.

The research results indicated that there were changes in the organisation post the acquisition, the organisational change was managed and there was a change in organisational culture. The research suggested a larger sample or even, an equal number of participants of current and former employees to mitigate issues of bias in the study. Finally, the research also suggested that a designated team be responsible for managing change during the transition period (post the acquisition).

Acknowledgements

I wish to express my appreciation to the following persons who made this research possible:

This research report is based on a project of an alcoholic beverage company in South Africa. The opinions expressed are those of the author and do not necessarily represent the policy of the alcoholic beverage company in the case study.

My sincere gratitude to my supervisor, Mrs Lorrainne Doherty, for her guidance and support. Who without fail availed herself to provide guidance and encouragement throughout the work of this research. Your good advice and constructive feedback were invigorating and forced me to elevate my game.

To my mother and my late father, ‘Mangoane Julia and Ntate Aaron Sebapalo, I am eternally grateful for the sacrifices you made to contribute to my life’s journey. Words fail me. Ntate, your love for education was unfathomable. Your presence as a father was remarkable! ‘Maane… because you are, I am! Ke a leboha Mokoena oa Molibeli le uena Mohlakoana oa Teele ea Motaoane!

My daughter Nyakallo, for whom any investment in my being is made, I love you immensely and owe you my very being. Thank you for affording me your love and smiles. Most of all, thank you for allowing me to steal our time together for this course. You are my world! Love you Nuza!

The entourage of the unseen that walks with me always, of whom I am and from whom I am borne, Lesedi, Khanya Batebang, Bakoena hammoho le Basia! And all who encouraged and supported me during the study.

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Acronyms

ADKAR : Awareness, Desire, Knowledge, Acceptance, Reinforcement

BPR : Business Process Reengineering

FABs : Flavoured Alcoholic Beers

GDP : Gross Domestic Product

KM : Knowledge Management

KMS : Knowledge Management Systems

KWs : Knowledge Workers

MNCs : Multinational Companies/Corporations

SMEs : Subject Matter Experts

CHAPTER 1

1. INTRODUCTION

This chapter introduces the research. This is an inquiry on the correlation between a change in organisational environment and its impact on knowledge workers. The chapter provides context to the environment within which the organisation under study operates and the motivation for the research.

1.1. Background

The South African alcoholic beverage industry is considered mature and largely grows organically however mergers and shareholding investments are exercised in the industry. The industry is valued at around R130 billion annually and accounted for more than four billion litres of alcohol consumed (Wood, 2019). The market share of alcohol by category is indicated in Figure 1.

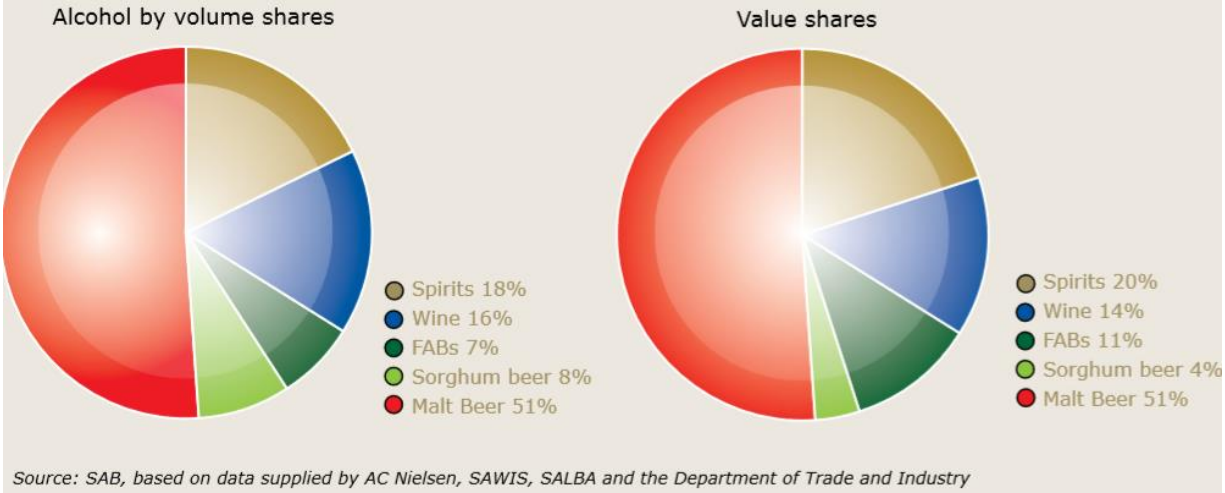


Figure 1: Market share by liquor segment (Econex and Quantec Research, 2016)

Company XYZ is the leading producer and distributor of alcoholic beverages in South Africa and one of the largest manufacturing companies in the industry in terms of annual sales volume. Company XYZ produces alcoholic beers, non-alcoholic beers, flavoured alcoholic beers (FABs) and craft beers.

Company XYZ is responsible for about R67 billion annually which is more than 3% of South Africa's annual gross domestic product (GDP) and is responsible for 4.5% of total employment in South Africa (Econex and Quantec Research, 2016).

In 2002, Company XYZ acquired an American brewing company and continued to grow by acquiring a majority interest in other European brewers, entering into a joint venture with a major Chinese brewery and other beer and craft beer brewing companies (Economist, 2016). Company XYZ became the second largest and dominant beer producer in Africa, with brewing and beverage operations in Africa across 15 countries and is represented in 21 countries through strategic alliances in America, East Asia and Europe.

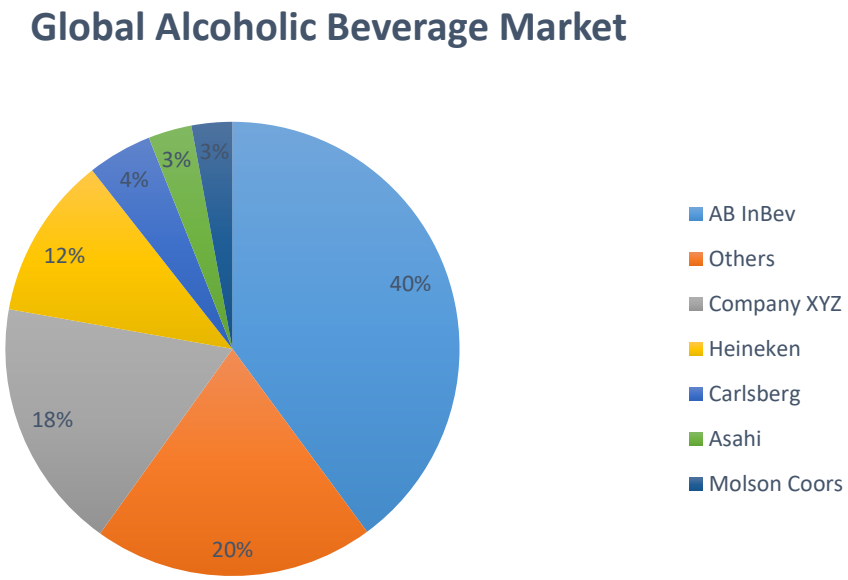


Figure 2: Global profit pool of alcoholic beverage companies (Holodny, 2015)

In October 2016 Company XYZ was acquired by the largest brewer in the world resulting in the latter having the largest beer market share in the world, controlling about 28 percent of the annual beer volume sales. An acquisition is when one company purchases most or all of another company's shares to gain control of that company (Kenton, 2019). An acquisition is the result of the need by an organisation(s) to enter a foreign market, as a growth strategy, to gain new technology or to decrease competition (Kenton, 2019). In the case of Company XYZ, both its assets and management were acquired. Kenton (2019), says management acquisition (i.e. a management-led buy-out) happens when a company's executives purchase a controlling stake in another company. Company XYZ's executive were bought out and therefore were no longer strategy and decision makers. In fact, a handful inexorably parted ways with the company. Figure 2 above shows the status of the alcoholic beverage players in the market post the acquisition.

Change in ownership includes organisation change (Gör and Alkaya, 2003, p.40). The nature of this acquisition and change of guard presented an opportunity for behavioural modification in the workforce, particularly the remaining management in the organisation. Gör and Alkaya, (2003) indicate that the acquired organization must adopt the management styles, philosophies, systems, and procedures of the acquiring organization, often in a very short period of time (p.40). As was the case with Company XYZ, the declaration and need for rapid change by the new owners came with a certain amount of pressure on those expected to effect, manage and see the change through as they too were contextualising the impact of the change on self and their way of working. The pressure for change was external (through ownership change) as illustrated in Figure 3and non-negotiable and it focused on an organisation-wide factor, such as the organisational goals and strategies. The change efforts impacted the individual level to the group level on a planned and systematic basis (Daft, 1983).

Rapid change creates uncertainty for managers (Daft, 1983). Daft (2012) suggests that acquisitions potentially breed highly uncertain environments (p.168). Highly uncertain environments require rapid transfer of information and knowledge so the organisation can adapt quickly (Daft, 2012, p.159). By interpretation, this meant a change in what was the rich culture of the acquired organisation would be rapidly evaporating and “lost” by those who have shaped, nurtured and enabled it.

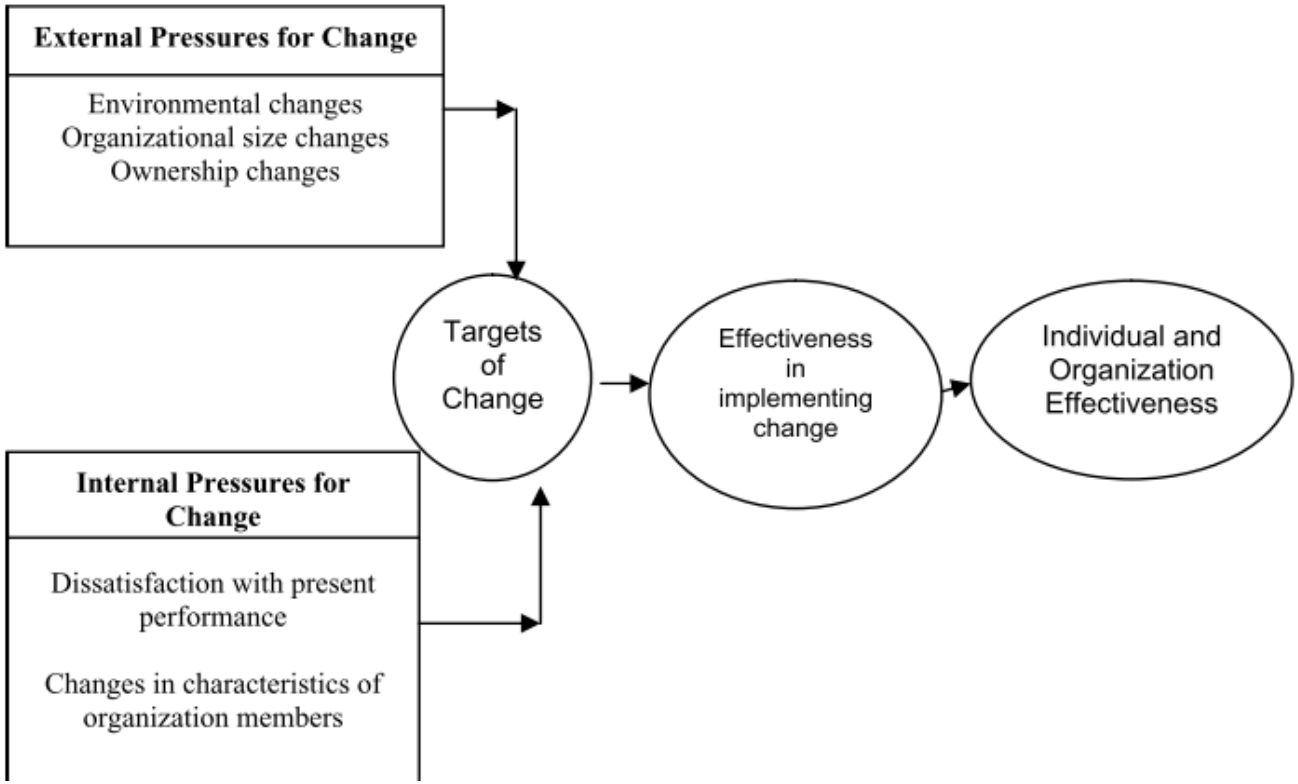


Figure 3: Pressures for Change (Gör and Alkaya, 2003, p.40)

1.2. Problem Statement

The existence of a research problem means that a perspective, a starting point, has been used (Allwood *et al.*, 2010, p.63). Research problems may differ in qualities in their formulation (e.g. exactness in placing limits on the empirical phenomena to be studied), in the qualities of the phenomena they deal with e.g. is the problem primarily about an empirical phenomenon or is the problem primarily related to some aspect of theory and concerning the limitations and guidelines the problem places on its solution (Allwood *et al.*, 2010, p.63). This research is undertaken to enquirer about the qualities of the phenomenon i.e. organisational change.

One of the key concerns identified by the acquiring company during the acquisition feasibility/viability study phase, was the issue of cultural clash risk (Bjornstad & Normann, 2011). The risk was mainly in relation to organisational culture change caused by the imminent and inevitable change in organisational strategy, structure, reporting patterns and ways of working.

A culture of an organisation shapes the way in which an organisation uses its resources to unlock value and therefore maximise its profits. It can also be viewed as an organisation's competitive advantage. An organisation is a system of interacting subsystems and components set within wider systems and environments that provide inputs to the system and which receive its outputs (Senior and Fleming, 2006,p.5). Figure 4 outlines the main elements of an organisation. An organisation's culture is but part of its informal subsystem albeit an overarching part.

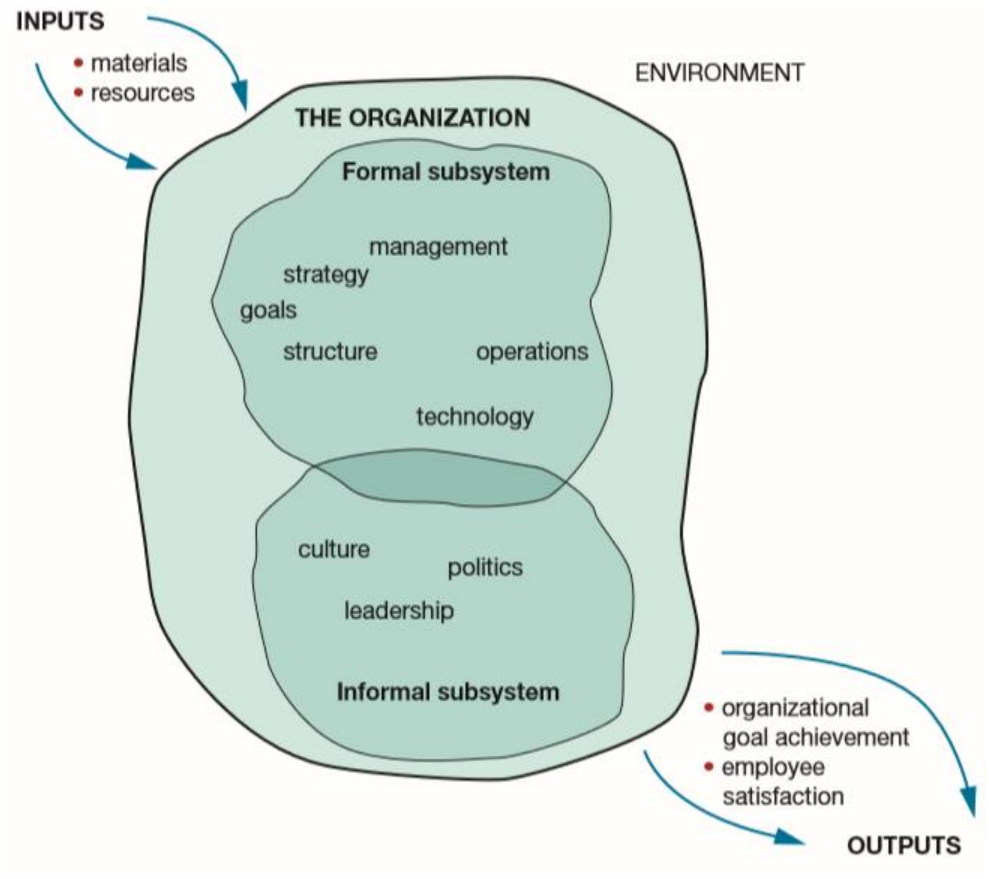


Figure 4: The organisation as a system (Senior and Fleming, 2006,p.6)

The purpose of the study is to identify the impact of organisational change and its effects on knowledge workers after a corporate acquisition.

The relevance an implications of the problem:

The researcher will endeavour to enquire on what characterises the culture of the organisation as experienced by knowledge workers thus, also enquiring if there had been or subtle changes in the culture of the acquiring organisation and the acquired organisation. By implication, the researcher is ascertaining if there really is a cultural clash risk experienced by knowledge workers post the acquisition.

1.3. Research Question(s)

What is the impact of organisational change and its effects on knowledge workers after a corporate acquisition?

Sub-questions:

i. What organisational changes occurred post acquisition?
ii. Did the organisational change reflect the theoretical framework of Kurt Lewin's and /or Prosci's ADKAR change model?
iii. How did organisational change affect organisational culture with regards to knowledge workers?

The questions will determine:

- the changes experienced and their impact on the work environment as experienced by knowledge workers,
- implications of change on the knowledge workers of the change in corporate culture and
- if the "cultural clash risk" was relevant in the case of knowledge workers.

The research is a "problem-led" research. The problem – cultural clash risk- is the foreseen problem and the research questions are structured in a way not to be presumptuous about the existence of a cultural clash rather, seek to identify the characteristics of the organisational change, how it affected the organisational culture and establish if there was a gap in organisational culture as experienced by knowledge workers. It was also important to test if the organisation's execution of the introduction of new systems complied to existing literature around change management.

stated as an area of exploration and can be addressed both by qualitative and quantitative methodologies (Haseman, 2006).

1.4. Research Objectives

The objectives of the research are:

a) Identify the factors that produced change in the organisational culture of Company XYZ post the acquisition.
b) Identify the changes in organisational culture that impacted knowledge workers.
c) Examine organisational change in Company XYZ to see if it manifested similarities to Kurt Lewin's and /or Prosci's ADKAR change model.

1.5. Delimitations of the study

The potential faintness of the study is, by virtue of the study gathering data from individuals who have a tertiary education that does not necessarily translate to the measure of or assumption that their intellectual capability/quotient is the same or above average. Neither does it denote those who experienced the change and do not have tertiary qualifications do not have the aptitude to operate at the same level as those with tertiary qualifications.

1.6. Limitations of the study

The sample size for the research was done randomly and is also influenced by the willingness of the individuals to participate. All caution was exercised to have an inclusive and diverse individual participating and without bias to a particular area of expertise or those working in the same area/site.

1.7. Summary of Research Method

Figure 5 below outlines the process followed by the researcher which follows the waterfall methodology. A waterfall methodology fundamentally says that development proceeds in stages/phases and that each stage/phase must be complete before a new phase can start (Hoog, Jong and Vries, 1994, p.50). The kick-off stage started with a general overview of literature to understand the rationale, main substance of the subject of interest, the setting and viability of choosing the said research questions and objectives. The research is a case study because it is focused on a specific organisation in the alcoholic beverage industry post a specific phenomenon that occurred in the company in South Africa.

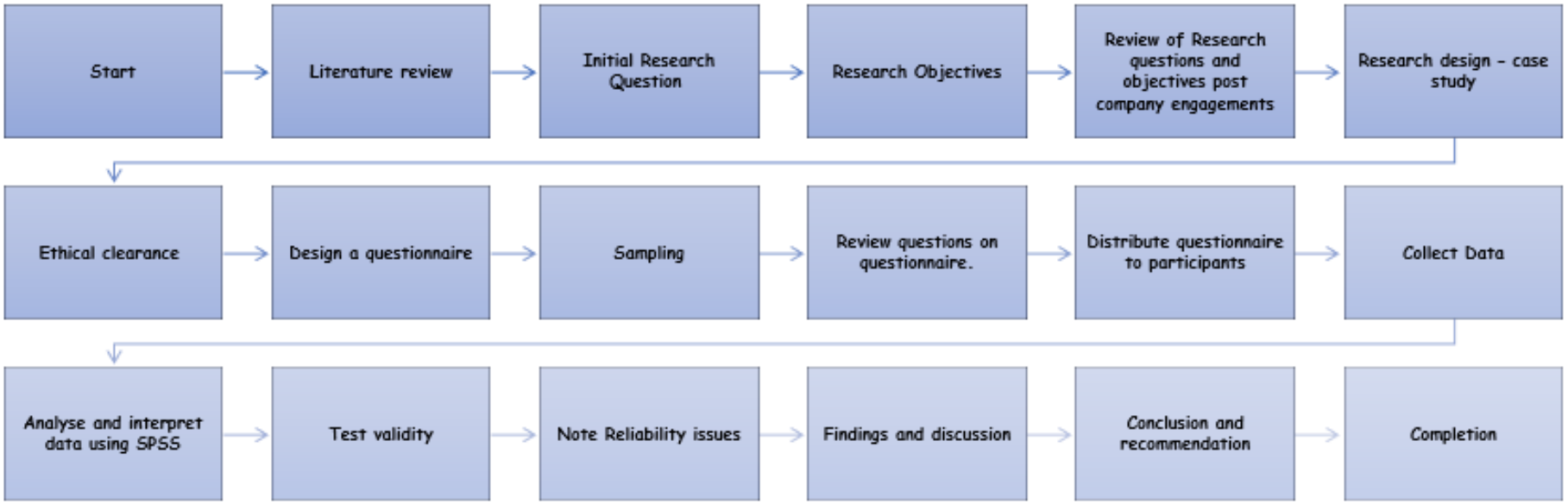


Figure 5: Researcher's research journey

The literature was used inductively to allow for a broad array of questions so as not to omit critical information while conducting the survey with the participants. The questionnaire was based on the conceptual framework that was designed from literature with the intent to achieve the research objectives. After the survey questions were designed, ethics clearance was obtained from the university. When the university gave a green light to proceed, the survey questionnaire was designed based on previously validated, reliable scales and survey instruments used in other studies related in nature to this research. The questionnaire was pre-tested in a pilot study and the necessary adjustments were made. The final survey was constructed using Google forms and distributed via email for participants to complete. All participants were assured of anonymity. In the final stage, Microsoft Excel and Google forms were used to analyse the data, examine the measurement and structural models, and test the conceptual framework. Based on the results, findings were discussed, then conclusions and recommendations of the study were made. Research limitations were highlighted for further research in the subject matter.

1.8. Organisation of the report

The report consists of the following chapters and appendices:

- Chapter 1 is the Introduction to the report.
- Chapter 2 is the Literature Review.
- Chapter 3 discusses Research Methodology
- Chapter 4 discusses Research Design.
- Chapter 5 contains the Results and Analysis.
- Chapter 6 contains the Conclusion and Recommendations.
- The list of references follows at the end of the report.
- Appendices

CHAPTER 2

2. LITERATURE REVIEW

Literature review describes the theoretical perspectives and previous research findings regarding the problem at hand and examines what others have done in the areas that are similar, though not necessarily identical to the one researched (Leedy and Ormrod, 2005, p.64). Leedy and Ormrod (2005) say through reading material about previous researches or existing theories, a researcher is able to tackle their own research problem effectively (p.65). Leedy and Ormrod (2019) also say that a good literature review is when the researcher also evaluates, organises and synthesises what others have done (p.74).

The researcher will draw much from existing literature about

i. The Concept of Knowledge in the Workplace
ii. Knowledge Workers
iii. Acquisitions
iv. Multinational Companies (MNCs)
v. The Concept and Reality of Change
vi. Managed Organisational Change
vii. Organisational Change
viii. Organisational Culture
ix. Organisational Change Management Frameworks
x. Managing Across Organisational Cultures

2.1. Concept of knowledge in the workplace

Many philosophers have yet to define knowledge in an agreeable manner. Most refer to what it entails or attributes. “Knowledge is information, the facts, feelings, experiences and understanding about a subject which a person has, or which all people have. All that has been perceived or grasped by the mind; learning; enlightenment” (Cobuild, 2020). Workplace knowledge is

- a system that helps people in an organization share, access, and update business knowledge and information. (Greene, 2020).
- the key asset to the organisation’s well-built knowledge bases. It becomes strong with the continuous encouragement, support for teamwork, and a proper knowledge

management system and increases productivity, nurtures teamwork and creates trust relationships between the management and the employees (Arash, 2017).

2.1.1. The types of knowledge

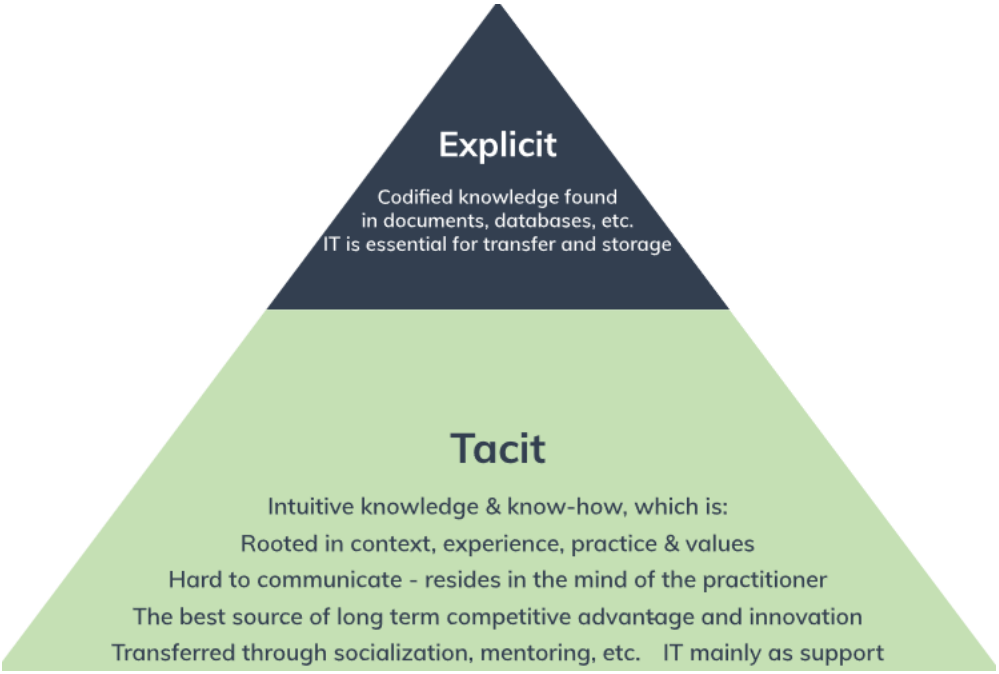


Figure 6: Types of knowledge (Editor, 2018)

Figure 6 beautifully illustrates the types of knowledge. Explicit knowledge in the workplace involves ensuring that people have access to what they need; that important knowledge is stored; and the knowledge is reviewed, updated, or discarded (Editor, 2018). Tacit knowledge is deeply rooted in action, commitment, and involvement in a specific context (Nonaka & Lewin, 2011). Tacit knowledge is also regarded as being the most valuable source of knowledge, and the most likely to lead to breakthroughs in the organization (Wellman, 2009).

Knowledge has value and its value can appreciate or be obsolete and it also contributes to organisational efficiency. The investment in knowledge is quantifiable and its value is measurable through its use to attain tangible and intangible results. The value of sharing knowledge is measured through the transformation attained through it or lack of its use to the purpose/person it was intended for.

2.1.2. Knowledge in the organisation

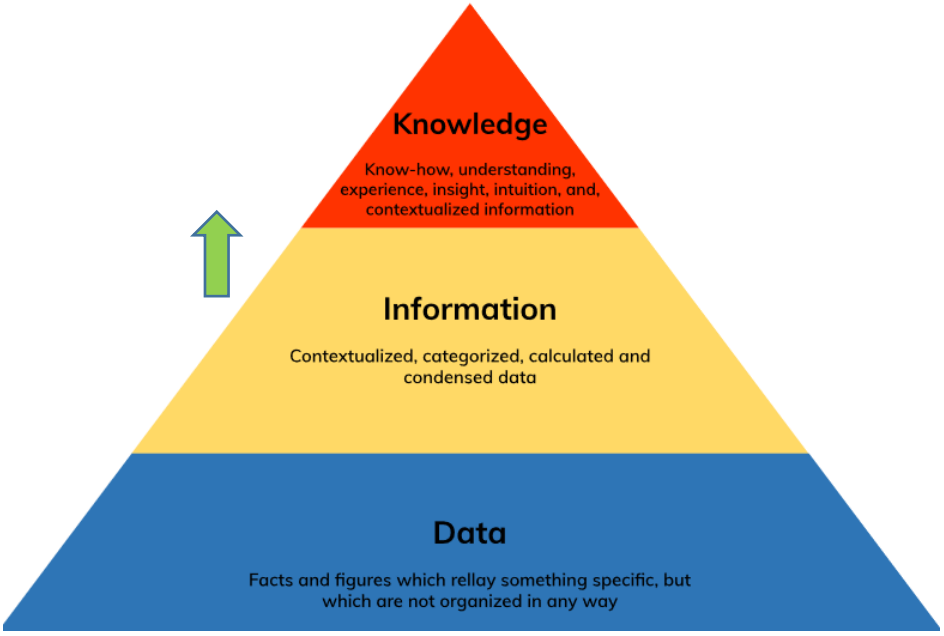


Figure 7: KID triangle (Editor, 2018)

Figure 7 highlights the different definitions and the arrow indicates the flow of levels that build knowledge. "Knowledge is a fluid mix of framed experience, values, contextual information, expert insight, and grounded intuition that provides an environment and framework for evaluating and incorporating new experiences and information. It originates and is applied in the mind of the knowers. In organizations it often becomes embedded not only in documents or repositories, but also in organizational routines, practices and norms" (Blackwell & Gamble, 2001). Organisational knowledge exists on five levels in the workplace, namely, the individual, groups or community, structural or organisational (Editor, 2018) defined as follows:

- **Individual:** Personal, often tacit knowledge/know-how of some sort. It can also be explicit, but it must be individual in nature, e.g. a private notebook.
- **Groups/community:** Knowledge held in groups but not shared with the rest of the organization. Companies usually consist of communities (most often informally created) which are linked together by common practice. These communities of practice (Lave & Wenger, 1991), may share common values, language, procedures, know-how, etc. They are a source of learning and a repository for tacit, explicit, and embedded knowledge.

- **Structural:** Embedded knowledge found in processes and culture. At times, structural knowledge may be the remnant of past, otherwise long forgotten lessons, where the knowledge of this lesson exists exclusively in the process itself.
- **Organizational:** all the knowledge resources within an organization that can be realistically tapped by that organization. It can therefore reside in individuals and groups or exist at the organizational level.
- **Extra-organizational:** Knowledge resources existing outside the organization which could be used to enhance the performance of the organization. They include explicit elements like publications, as well as tacit elements found in communities of practice- that span beyond the organization's borders.

How the organisation acquires, retains and retrieves knowledge is central to building organisational memory and all knowledge types influence organisational efficiency and how the organisation makes decisions. Below in Figure 8 are two definitions that encompass what knowledge management is (Kanagasabapathy, 2006).

2.1.3. Knowledge Management (KM) in the organisation

Author	Definition of knowledge management
Quintas et al. (1997)	KM is to discover, develop, utilize, deliver, and absorb knowledge inside and outside the organization through an appropriate management process to meet current and future needs
Allee (1997) Davenport (1998) Alavi and Leidner (2001)	KM is managing the corporation's knowledge through a systematically and organizationally specified process for acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance and create value

Figure 8: Definitions of Knowledge Management (Kanagasabapathy, 2006)

From these definitions in Figure 8, it is evident that an organisation's management plays a pivotal role in managing the organisation's knowledge. KM is valuable because it places a focus on knowledge as an actual asset and enables the organisation to better protect and

exploit what it knows, and to improve and focus its knowledge development efforts to match its needs (Editor, 2018). Simplified, knowledge management

- helps organisations learn from past mistakes and successes.
- exploits existing knowledge assets by re-deploying them in areas where the organisation stands to gain something, e.g. using knowledge from one department to improve or create a product in another department, modifying knowledge from a past process to create a new solution.
- promotes a long-term focus on developing the right competencies and skills and removing obsolete knowledge.
- enhances the organisation's ability to innovate.
- enhances the organisation's ability to protect its key knowledge and competencies from being lost or copied.

Knowledge management is performed through information-based systems which facilitate the ‘global’ access, integration and application of knowledge and improve the flow of knowledge within an organisation. These are called Knowledge Management Systems (KMS).

2.1.4. Knowledge Management Systems (KMS) in the Organisation

KMS refers to any kind of Information Technology system that stores and retrieves knowledge, improves collaboration, locates knowledge sources, mines repositories for hidden knowledge, captures and uses knowledge, or in some other way enhances the KM process (Editor, 2018).

It is evident that knowledge is an important asset of an organisation. It sometimes difficult to measure knowledge unless it has been converted to acts, products or processes that benefit the organisation. Knowledge and its management in the workplace enable the management to make strategic decisions that benefit the company. Once an organisation obtains a knowledge-based competitive edge, it can attract better talent than competitors making it more difficult for competitors to catch up (Voss, 2006, p.3).

2.2. Knowledge Workers (KWs)

Knowledge workers are driven by the ability to make decisions, are open to work and contribute in multidisciplinary teams, desire autonomy to work flexibly and know they are making a meaningful contribution to the organisation. Quite often, they challenge the current norms, have a need to be given greater responsibility, have a need for quick decision making and constant feedback. Knowledge workers are differentiated from other workers by their ability to solve complex problems or to develop new products or services in their fields of expertise (CFI, 2015).

Druker (1988) says that knowledge workers resist command and control that business inherited from the military many years ago (p.3). The management of intellectual capital will require skills that nurture creativity and innovation in workforces rather than compliance as in the past (Senior and Fleming, 2006, P.412). Drucker (1988) says that knowledge workers have the ability to convert data to information as this process requires knowledge (p.4). People with knowledge tend toward overspecialization, whatever their field, precisely because there is always so much more to know (Druker, 1988, p.4). There is an ever increasing demand for knowledge workers in the market place (Senior and Fleming, 2006, p.404).

Knowledge workers have a knack for acquiring new knowledge and to be responsive to market dynamics in their area of influence. Kanter (1989) says knowledge workers have challenged the art of people management in workplaces as they require a different form of leadership. By their very nature, their work has become fluid as they operate in various areas of speciality making their jobs sometimes unpredictable. Because of their exposure to cross-company and cross-functional teams, their managers often have difficulty in managing or singularly appraising them (Kanter, 1989). Knowledge workers receive high salaries that reflect the complex nature of their work and their relative independence in relation to the work process (CFI, 2015).

CFI (2015) say knowledge workers possess the following characteristics

a) undergo several years of formal training to master the information needed to perform certain specialized roles,
b) know how to identify important information from a large database of information that they need to be familiar with,

c) must be able to speak, read, and write, and hold discussions with workmates and deliver a presentation.
d) must be interested in finding new information and applying it in their work.
e) employers are forced to look for more effective ways of hiring the best talents and retaining them for a significant period.

KWs can then perceive and solve more complex and interesting customer problems, make more profits as a result, and attract even more talented people to work on the next round of complexity (Voss, 2006, p.3).

In the recent past, NASA found that much of what it 'knew' about how to make a Saturn 5 rocket had been lost in employee retirements, dumped files, etc. The cost to recreate the missing pieces when a second generation of the rocket was developed was estimated at $15 billion (Voss, 2006, p.2). This indicates the value of KWs and their impact on organisational costs and efficiencies.

Knowledge workers' motivation is derived from the evaluation and comparison of job inputs (their efforts, time, compliance, etc.) and outcomes (compensation, status, recognition, and sense of accomplishment) (Voss, 2006, p.4). It is possible that a knowledge worker (KW) is not compensated on par with colleagues that are doing similar work and this is influenced by various issues such as, years of experience doing similar/same job, company policy, work output (merit) and many other subjective and objective influencers. Some will be over rewarded and others under rewarded. Generally, the over rewarded people feel guilt and strive to work up to a higher level, most just get used to the reward whilst the under-rewarded people get upset and will try to restore equity by reducing their inputs (Voss, 2006, p.3).

Many organisations are moving to more open-plan facilities as opposed to closed door office because it is believed that open plan office spaces improve communication between colleagues, therefore, fostering quick decision making and less space utilised (i.e. space-efficient workstations). Office layout and facilities influence the perception and comfortability of KWs at work. Being allocated to office space or an office that carries prestige according to KWs is also seen as a non-monetary motivator. The goal for an organization's facilities should not necessarily be limited to having the most space-efficient workstations but, to have the most effective knowledge workers in its industry and supporting the worker becomes critical to the larger goal (Voss, 2006, p.5).

Voss (2006) says work-conducive office space is not a status symbol, it's a necessity as the creativity penalty exacted by the environment is insidious (p.5). The effect of reduced creativity is cumulative may not be immediate but certainly manifests in many forms in the workplace. Of course, not all KWs would be affected by office space however consideration should be made for those that work with highly sensitive data/material or even those responsible for the wellbeing of the employees (e.g. Human Resources/People Departments). Either way, wherever possible, it is sometimes best to ask KWs to design their workspaces. In open plan offices, co-workers should be encouraged to modify the grid to put their areas together into small suites to meet their needs and since these tend to be in interaction mode together or simultaneous inflow mode, they have less noise clash with each other than they would with randomly selected neighbours (Voss, 2006, p.5). The space has a vital quality because interaction is easy and natural. A degree of control over their space is viewed as an additional benefit (Aronoff and Kaplan, 1995, p.14).

2.3. Acquisitions

Companies gain advantage against the world's best competitors because of pressure and challenge (Michael E. Porter, 1990). The biggest challenge for all organisations is growth which translates to profitability and control of the biggest market share in the industry. Many big businesses are taking this challenge head on and being proactive. There are many growth strategies that companies engage in to realise growth, profitability and reduce risk. Companies may diversify their product offering, penetrate new markets, mergers and acquisitions. Herein the researcher will focus on the growth strategy of acquisition.

Acquisition or take-over refers to the buying of one company by another (Roy, 2011, p.412).There are two types of takeovers, the hostile and the friendly. In a friendly takeover, the target is aware of the intentions of the acquirer and usually approves the acquisition whereas in the hostile takeover, the owner of the target company is unwilling to sell and the acquirer buys by negotiating banks holding company debt or with other equity holders (Roy, 2011, p.412).

By their very nature, acquisitions or take-over bids do not affect the existence of a company nor alter its constitution but its shareholders change (Moon, 1959 p.119). In take-over bids the buyer may purchase the company's undertaking or do a deal with the existing board of directors where they undertake to sell all their existing shares and resign their offices (Moon,

1959 p.119). Pearson (1983) says the motivation behind most take overs varies according to the organisation's needs but could include

i. the need to broaden and existing product range in existing markets and territories
ii. to increase market share and reduce competition,
iii. to diversify by acquiring the necessary management or other technical expertise to provide a worthwhile market share quickly
iv. to protect key source of supply from competitor reach,
v. to acquire additional resources from existing operations such as factory or distribution network more quickly than starting from scratch (p.7,8).

It is natural for employees to be concerned and anxious about their future post acquisition. In an acquisition, the acquiring organisation inherits the knowledge, the knowledge management systems and knowledge workers of the company being bought. An acquisition signals change, and this could be in the deployment of new or different knowledge management systems and knowledge management. This may alter existing knowledge (either to increase its value or render it obsolete), introduce new knowledge management systems that are different or similar to the inherited ones.

The KWs in the acquired company probably designed, developed or commissioned the KMS in use. As they navigate uncertainty and anticipate unfamiliar territory, some knowledge workers might feel a sense of despondence as they may feel their investment and 'status' has evaporated. Others may see the future presenting them with opportunity to learn new ways. All will interpret this change at an individual level, a work group/departmental level and the broader organisational implications.

2.4. Multinational Companies

A worldwide business (Multinational Corporation/Company)is one that has a widespread and significant operations of producing and selling in more than one continent (S.Yip, 1995, p.10). Multi-National Companies (MNCs) enable an economic interconnectedness between different countries. Multinational companies can be both a blessing and a curse in the countries in which they operate in. Quite often they are seen as an injection of investments to local economies which could result in employment opportunities for locals, skills transfer, improvement of local infrastructure, introduction of and new technology to the industries and provide infrastructure and educational investments to improve the livelihood of local

communities. However, some carry the burden of cultural dominance in foreign countries, introduce privatisation which is shunned by employees of highly unionised societies and new technology introduction which could lead to structural unemployment. Companies pursuing a global strategy need to develop not just a favourable culture but specific cultural characteristics to support strategies (S.Yip, 1995, p.185).

Some multinational companies also challenge the existence of small enterprises in local communities as they have the muscle to become dominant players in the industry/economy through monopoly.

2.5. The concept and reality of change

Kanter (1983), says change is the crystallization of new action possibilities (new policies, new behaviours, new patterns, new methodologies, new products, or new market ideas) is based on re-conceptualized patterns in the organization (p. 279). This means that change is inevitable as people, technology and industries evolve to be adaptable to their needs. In the workplace, change is enacted by executive management (top-down) to provide vision and structure and bottom-up (e.g. unionised employees) to encourage participation and support (Moran and Brightman, 2015, p.67).

Kanter (1983) indicates the irony of change is it requires stability and that employee participation should not compromise the attainment of goals (p.122). “One should expect resistance with any great change. It shakes the very foundation of privilege” Lucretia Mott (Moran and Brightman, 2015, p.66). Change is uncomfortable as it alters ways of doing things and as a result puts people in positions of discomfort. Management should provide clear change targets and goals for employees and a culture that supports personal and shared coping with change and the reactions it creates (Moran and Brightman, 2015, p.74).

Michael E. Porter (1990) says change is an unnatural act, particularly in successful companies; powerful forces are at work to avoid and defeat it. This he says is as a result of the investment in time and resources to institutionalise standard operating procedures and management controls. Change however remains the only constant in the evolution of mankind and the business world and cannot be wished away. Perhaps the most important thing needed to deal with change is to internalise it and find ways of coping that include viewing change from multiple dimensions; selfishly (as it would serve an individual), locally

(how the immediate community affected perceive/embrace it) and as a means to assess in terms of goals.

2.6. Managed organisational change

Change management is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers (Moran and Brightman, 2015, p.66). Moran and Brightman (2015), say managing change is about managing people (p.66). They further say when managing people who are facing change it is well to remember that change strikes at the heart of the three most powerful drivers of work behaviour:

1) Purpose: People are goal-oriented and are "pulled" along by a sense of purpose, desire, value. To the degree that change violates a person's sense of purpose, they will "resist" that change. If change is aligned with a person's sense of purpose, they will engage in a positive fashion. To this end they will develop a "purpose map" of the workforce; to understand the major reasons employees show up every day and do their best work. From this a common understanding of the rationale for the change and how it will impact the individual purpose can be assessed. Management should open communication, so the employees reveal/express their fears and hopes so they feel part of the journey of change.
2) Identity: People need a sense of personal integrity and consistency over time. Change that strikes at the core of a person's sense of 'who they are' will activate powerful motivations to return things to the status quo. This demand for personal consistency is one of the major forces working against the implementation and stabilization of organizational change. When facing significant internal or external pressure for change, it is important to know what the core attributes of your professional identity are as declared by employees. Management should open dialogue about the impact of change on identity and suggest means to align the two, if that desire exists, or to say if there is non-alignment with future goals. To effectively compete with the need for personal consistency requires management to develop a very compelling reason for change that can be understood and largely accepted throughout the organization
3) Mastery: Survival depends on one's ability to manage oneself and the environment effectively. To the degree that change threatens a person's sense of mastery, it will be perceived as a threat to survival and a declaration of war will be enacted in skills,

abilities and knowledge. So training and education professionals and departments should take notice. When change is on the horizon, management is required to analyse the skill gaps that will always be created by change and move rapidly to create targeted learning opportunities to close to prevent a sense of organizational helplessness. The organization must plan upfront to commit the required resources to ensure those impacted by the proposed change have a safety net of training and skills development available to them.

Kanter (1983) says there is emotional and value commitment between a person and an organisation (p.149). It is said that most people seek to be culturally appropriate resulting in an impetus to seek change when it is more desirable by the organisation (Kanter, 1983, p.149). Creating an environment that is enabling to try or test and be allowed to fail, encourages employees to acquaint themselves with the organisational change and their buy-in.

Change management, to be successful in any organization, requires a metamorphosis in concepts of leadership, management, employee involvement, organization of work, and resource utilization (Moran and Brightman, 2015, p.71). Kanter (1983) says the ultimate skill for change management consists of the ability to conceive, construct and covert into behaviour a new view of organisational reality (p.279). How change is managed may provide a soft or hard landing for new lessons that will influence the perception of employees about the organisation, its leaders and how they believe the leaders view them.

2.7. Organisational Change

An organisation is a system of interacting parts or components and to change a part may be considered organisational change but not organisation change (Burke, 2002, p.83). Burke (2002) says a change in organisation happens at three levels i.e. the individual level, group level and the larger system (p.84).

2.7.1. Change at individual level

Changes in organisations at individual level are implemented to help the organisation to move in its new direction.

a) *Recruitment, Selection, Replacement and displacement:* This concerns getting, placing and keeping the right people in the right roles and jobs to facilitate the larger change effort (Burke, 2002, p.84). Burke (2002) says that a deliberate tactic for

organisation change at the individual level is to infuse the system with new leadership, especially at the top (p.87). This means that recruiting individuals (knowledge workers) will interact with the organisation's knowledge and KMS effectively.

b) *Training and Development* as highlighted by being methodological about the process of identifying the people to be trained based on a transparent criterion and training to be designed to achieve superior practices (p.88). These then become the knowledge and knowledge management systems of the organisation.

c) *Coaching and counselling* according to Burke (2002) should happen in both informal and formal settings, should be intentional about the roles it is addressing (performance, development, skills and the agenda of those being coached) and that employees should be assisted in receiving feedback even if it is negative (p.90).

2.7.2. Change at group level

The work group (e.g. top management team or a functional teams) serves as a context for the interface between the individual and the organisation, the primary social relationships and support of the individual employee, whether or not he or she is a manager and determination of the employee's sense of organisational reality (Burke, 2002, p.97). The extent to which a group will work together and the extent to which they as a group work well with other groups will determine in part the overall effectiveness of the organisation (p.97). Through collaboration and cooperation by groups of various specialties achieve more than a single individual who is multiskilled (p.97). Burke (2002) says that as groups become more competitive, they are likely to be in conflict, however, the members of the groups remain loyal to one another (p.102). Once it has been determined that real conflict exists and that there is motivation within both groups to work on the problems, action to resolve the conflict is warranted (Burke, 2002,p.102).

2.7.3. Change at the larger system level

A system is composed of groups, processes and functions (Burke, 2002, p.105). Burke (2002) says change occurs at three orders and the first order of change could occur as a result of an intervention of a unit or division in the organisation which may be relatively autonomous (e.g. top management team), with a change objective of developing collaboration or consensual decision-making behaviour (p.105). The second order occurs when it is directed at one group (pilot-group) but the objective is to roll-out the change across the

organisation (p.105). The third order of change influences some organisational process or outcome that is affected by multiple factors (p.106).

Organisational change means an eminent organisation-wide change that may include a change in strategy, restructuring of operations (including lay-offs), introduction of new technologies, new collaborations and pockets of or a whole business process reengineering. Internal triggers for change may include new management, organisation's markets, technological advances, a revision of the administrative structures or a new marketing techniques (Senior and Fleming, 2006, p.31). Many writers suggest that changes in structure and ways of working should be aligned to changes in strategy that, in their turn, should be aligned to changes in the political, economic, technological and socio-economic environments (Senior and Fleming, 2006, p.31).

Organisational change is both the process in which an organization changes its structure, strategies, operational methods, technologies, or organizational culture to affect change within the organization and the effects of these changes on the organization and can be continuous or occur for distinct periods of time (Study.com, 2019).

The organisational change or its triggers does influence how the people in the organisation respond to the change. Also, the intensity or the rate at which the change is rolled out has a bearing on people's perceptions and of the change (e.g. they now have to work longer hours to effect the change).

The case study for this research is based on the take-over of a South African alcoholic beverages company (that had acquired other international alcoholic beverage companies) by the world's biggest alcoholic company. The latter being American.

It was to be expected as almost inevitable that the buyer would want to transform the acquired company to conform to its corporate governance structure, be aligned with its vision and probably conform and have fundamental operational similarities in terms KMS. This transformation would bring about organisational change. Richmann (1965) asks to what extent can American management principles, practices and general know-how be transferred effectively to other countries and at what cost (p.18). He also asks to what degree and extent is the overall process and effectiveness of management constrained by cultural variables (p.18). Differences in national values, culture, economic structures, institutions, and histories all contribute to competitive success (Michael E. Porter, 1990).

It would then be necessary to identify the critical cultural variables and their interrelatedness with managerial performance, the attainment of the organisation's quantitative objectives and employee understanding, preferences or perceptions. Ultimately the organisation aspires to attain a convergence of cultures in a short space of time to ensure the achievement of the organisation's objectives. The more profound the organizational change, the more important it is to create opportunities for people to re-examine and adjust their own values and beliefs (Moran and Brightman, 2015, p.68).

When going through organisational change, it is important there be a change leader to align the organization with the current environment, ensuring stability to give employees a feeling of security and at the same time promoting change to prepare for tomorrow's environment (Moran and Brightman, 2015, p.68). The role of a change leader in an organization is to challenge people to align their purpose, identity and mastery with necessary organization change. In many instances organisations appoint executive managers to be change leaders in order to ensure the change message is entrenched by someone senior.

Kanter (1983), says management not only bears the burdens of hierarchy but they also represent the organisation's culture by virtue of their success in it (p.106). Organisations change by a variety of methods and not all of them are viewed as desirable by the people involved (Kanter, 1983, p.279). The Chiefs, Board Members and Executive Management may very well be for the change having secured their "comfort" according to negotiated agreements, but such is not a luxury enjoyed by the many who will be affected by the change. Kanter (1983) says that organisation leaders who are not sure they want change, may be more likely to restrict changes for employees to participate in, shaping the kinds of changes that could occur (p.280). Organisational culture can also be a major barrier to change for some organizations (Robbins, S, P & Judge. T, 2013, p.514).

2.8. Organisational Culture

2.8.1. Culture

Organisations are more than departments, authority relationships, coordinating and controlling a group of employees but they have a personality too (Robbins *et al.*, 2009, p.423). Two or more competing organisations with the same goals have different characters despite their different physical locations or architectural structures. Organisations provide

members with a common understanding of what is appropriate and fundamentally meaningful behaviour (Robbins *et al.*, 2009, p.423). This may be said to be organisational culture.

Culture is an abstraction (Schein, 2004, p.3). According to Schein (1996), culture is a set of basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings, and, to some degree, their overt behaviour (p.11). This suggests that culture is an ever-present phenomenon and is dynamic as its fluidity is subjective. Culture determines the identity of a human group in the same way as personality determines the identity of an individual (Hofstede, 1980, p.21). This applies to organisations too. A useful way of understanding collective determinants of behaviour is to appeal to the notion of culture (Cabrera, Cabrera and Barajas, 2008,p.246). A strong organisational culture does not necessarily equate with a good culture but also its measure is based on the point of reference of those comparing.

2.8.2. Organisational culture

Is there a causal or correlation relation between culture and other variables in the workplace? Alvesson (2002), says this is demonstrable through the manipulation of a certain variable to promote certain outcomes e.g. conscientizing employees to practices that reduce operational costs or improving productivity using an organisational reward system (p.56). He argues that culture is both the cause and effect of the outcomes of culture (p.57). Workplace culture is a way of doing a job (Alvesson, 2002, p.57). Culture means a certain level of depth, commitment and inertia and it guides and constrains (Alvesson, 2002, p.63). In the act of managing, organisational culture mediated in actions, language use and arrangements primarily affecting beliefs and understanding, thus having mainly consequences on attitudes and orientations (Alvesson, 2002, p.67).

Organisational culture is holistic, historically determined, related to anthropological concepts, socially constructed, soft, and difficult to change (Hofstede *et al.*, 1990, p.286). A simplistic view of organisational culture is that it is the character and personality of an organisation. Any company that has had several decades of success will have an organisational culture that drives how its members think, feel and act (Schein, 1996,p.12). Robbins *et al* (2005), say organisational culture refers to a system of shared meaning held by members, distinguishing the organisation from other organisations (p.424). This includes knowledge management systems and internal organisational knowledge.

Figure 9 below illustrates that culture is both influenced and influences people, processes and incentives and controls.

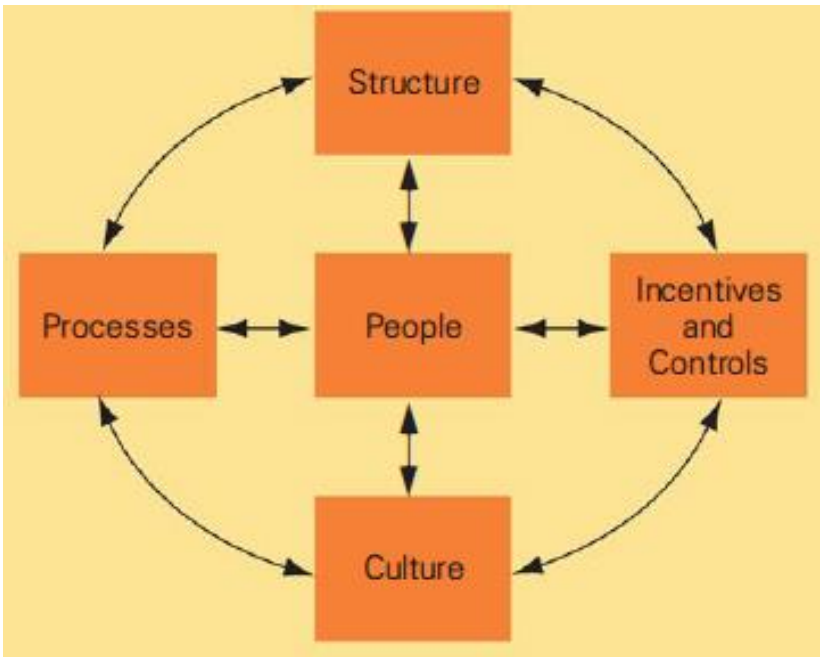


Figure 9: Elements of the organisational architecture (Hill & Hult, 2019)

Organisational culture directly interacts with the way work is performed and decisions are made. The shared value systems influence how decisions are made and this manages how decisions are viewed by those affected and the decision-makers. Incentives that an organisation puts in place to motivate employees to achieve goals and the performance measures that are put in place to manage employee output/productivity, become a standard that people live by, expect and they value. The history of the organisation of how it came into existence and the culture of its founders shapes the organisational culture of the organisation. Another important influence important influence on culture is the broader social culture of the nation where the organisation was founded and/or has significant operations (Hill and Hult, 2019, p.416). Hill and Hult (2019) say culture is preserved through the hiring and promotion practices of the organisation, reward strategies, socialisation process (training and informal advice from peers) and the organisation's communication strategy (p. 417).

Organisational culture is concerned about how employees perceive the characteristics of an organisation's culture; not with whether they like them (Robbins, S, P & Judge. T, 2013, p.514). The expectation is that individuals with different backgrounds or at different levels in the organization will have similar descriptions of its culture, but will have subcultures

(Robbins, S, P & Judge. T, 2013, p.514). A dominant culture expresses the core values of most members share and that give the organization its distinct personality (p.514).

A strong organizational culture provides stability to an organization (Robbins, S, P & Judge. T, 2013, p.512).

Robbins, S, P & Judge. T (2013) say there are 7 characteristics that are the essence of a strong organisational culture.

1) Innovation and risk taking: the degree to which the employees are empowered and encouraged to take risks and innovate.
2) Attention to detail: the degree to which employees are expected to exhibit precision, analysis and attention to detail.
3) Outcome orientation: the intensity with which management use results other than processes used to achieve them
4) People orientation: the degree to which management take into consideration the effect of outcomes on people within the organisation.
5) Team orientation: the degree to which work activities are organised around teams rather than individuals.
6) Aggressiveness: the degree to which people are aggressive and competitive rather than easy going.
7) Stability: the degree to which organisational activities emphasise the status quo in contrast to growth.

Robbins, S, P & Judge. T, (2013), state that organisational culture expresses how employees perceive the characteristics of an organisational culture. Inferences about what is an organisational culture are therefore subject to the perception of employees and their expectations (p.512-514). There is by default a high degree of relativism.

A strong organisational culture should reduce employee turnover as it demonstrates cohesion between what the organisation wants and what the employees believe it represents in relation to their belief structure (Robbins, S, P & Judge. T, 2013). This can be a negative phenomenon as when a manager's belief and employer's belief or perception is not aligned.

Robbins, S, P & Judge. T (2013), state that all things being equal, the success of the acquisition has more to do with how well the two organisations cultures coincide (p.514).

Cortina, (2015) believes that underestimating the importance of the cultural element is one of the key issues that may help to explain the failure of many acquisitions.

Tiwari *et al* (2010) say there are 3 levels of organisational culture (p.96)

a) Level 1: the organisational culture can be observed in the form of physical objects, technology and other visible forms of behaviour such as ceremonies and rituals.
b) Level 2: People in the organisation use methods previously tried and tested to find solutions to problem. Perceptions have turned into values.
c) Level 3: When a group of people repeatedly observe that a tried and tested method works most of the time, the method then becomes the preferred solution.

Quinn (1998), talks about two dimensions of organisational culture. The first dimension talks about the extent to which an organization has alignment and the second, the extent to which an organization is focused on its internal or external functions/operations.

A distinct organisational culture is represented in the form of four quadrants i.e. clan, adhocracy, market, and hierarchy according to (Tseng, 2010).

i. *Clan culture* produces a warm and friendly workplace where people can freely share knowledge.
ii. *Adhocracy culture* produces a dynamic, entrepreneurial, and creative workplace which encourages individual initiative and provides freedom for people who are willing to stick their necks out and to take risks.
iii. *Market culture* produces a workplace with hard-driving competitiveness; a results-oriented organization led by tough and demanding leaders who are hard drivers, producers, and competitors.
iv. *Hierarchy culture* produces a workplace with formalized and structured procedures which govern what people do.

Theorists also indicate that organisational culture varies in strength, whether it is hard or soft, strong or weak and formal or informal. Most argue it is influenced by managerial intentions in pursuit of attaining business goals and strategy. Some also say the organisational culture has its own subcultures. Modern management it is argued are aware of and try to retain knowledge during periods of managed changed. Wilson, (2007) argues that most of the qualitative research around organisational culture was done through interviews with a selected top elite in organisations and therefore identifying consensus among these few (p.358).

Martin and Meyerson (1986), argue that organisational culture has three perspectives.

a) The integration perspective wherein spoused values are consistent with formal practices, which are consistent with informal beliefs, norms and attitudes (Wilson, 2007).
b) The differentiation perspective emphasises that rather than consensus being organisation-wide, it only occurs within the boundaries of a subculture (Wilson, 2007).
c) The fragmentation perspective views ambiguity as the norm, with consensus and dissension co-existing in a constantly fluctuating pattern influenced by events and specific areas of decision making.

The research in its nature recognises this as not a blanket opinion or agreement of the organisation but opinions of those sampled in the research and also acknowledging that their lived experience is also unique to each individual. It also acknowledged that culture in an organisation evolves over time with staff turnover, a change in the nature of business of the organisation or a myriad external factors that have an influence on the business.

2.9. Organisational Change Management Frameworks

A change management framework is a process, a structure to follow when generating insights and a change plan in an organisation and it provides a systematic approach to managing change (Gonçalves, 2019). There are many strategies and techniques to support change, particularly those aimed at impacting the values, attitudes and habits that individuals demonstrate while at work (PMIS, 2019). The benefits of using change management frameworks when rolling out a change strategy include increased chances of successful change, employees that are more motivated and productive and decreased budgets and faster change implementation (Smith, 2019).

The research will look at two change management frameworks i.e. the Prosci's and Kurt Lewin's models.

2.9.1. Prosci's ADKAR Model for individual change management

Theorists suggest that managed change impacts less negatively on organisational culture. In the book (Hiatt, 2006) presents ADKAR as a framework for understanding change at an individual level as people are not homogenous, however the model looks at two change dimensions i.e. that of the organisation and of the people (p.1). The ADKAR model is a 5-

step framework that helps deal with the people-aspect of change management. ADKAR is an acronym for five elements in the process i.e. Awareness, Desire, Knowledge, Ability and Reinforcement and each represents a step in the process in the order of the word ADKAR.

Figure 10 below shows a high-level view of the sequence of the steps and what each is about. Hiatt (2006), says all five elements must be in place for a change to be realised and explains the elements below (p.2). The steps follow a 'natural' order of how individuals experience change. The first step must have happened and completed for the next to start. The lifecycle of ADKAR begins when a change has been identified. ADKAR provides prescriptive change management activities that foster a seamless change implementation process and concrete strategies and tactics for the attainment of each element on the model.

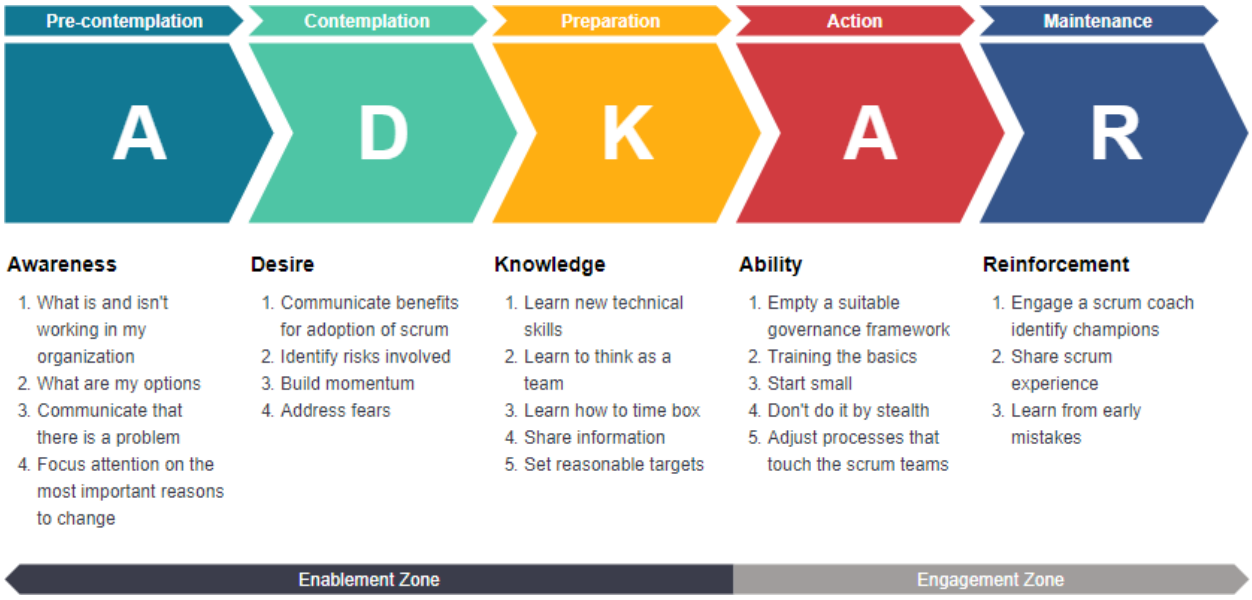


Figure 10: ADKAR Model for Change Management (Lucidchart, 2019)

2.9.1.1. Awareness

Awareness represents an individual's understanding for the rationale of change and how it aligns to the new vision of the organisation and the risks and benefits associated with it. This includes information about what is driving the change and "what is in it for the employee". Information about how the status quo is not beneficial or aligned to the desired future state should also be divulged at this time including that of associated risks for non-compliance. He however argues that a change in protocols in some professions does not warrant an explanation of the need for change at the point of execution as it is assumed the chain of command has weighed the risks and benefits before announcing a change. This is prevalent in workplaces where there is a high level of control and time critical situations.

In organisation's where the level of control is low, or roles where employees are empowered to be accountable for the results of processes or products, such employees are continually altering and improving knowledge management systems. Although change is a constant variable in their work, these employees would more likely ask questions when a change is infused in their work environment.

On this stage, communicating the need for change does not mean those impacted will readily recognise the need for change but may be influenced by a few factors influencing the awareness of the need for change, such as an individual's view of the current state, how the individual perceives problems, the credibility of the person communicating the (imminent) change, circulation of rumours or misinformation and contestability of the reasons for change as indicated in Figure 11.

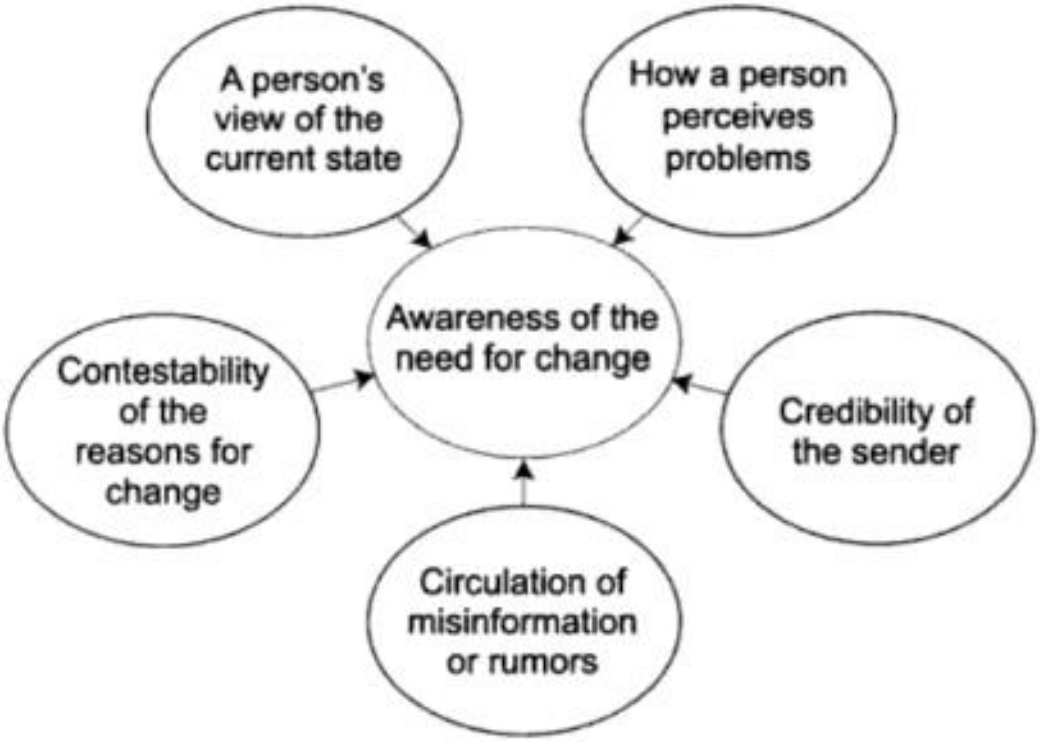


Figure 11: Factors influencing the awareness of the need for change (Hiatt, 2006)

People who have invested significant time in developing KMS, money and energy in the current state may be averse to change. Those who oppose the status may most likely support the change earlier as it may justify their past positions. Everyone has a unique way of processing and solving problems. When a senior person in the organisation is the messenger of the change, if in the past they had not disappointed or misled employees, employees are likely to believe them based on the level of trust and respect the employees have for them.

Management best disseminate correct information timeously before rumours or misinformation spreads. If the reasons for change are debatable, the more time is required to build awareness.

2.9.1.2. Desire

In this stage an individual exercises personal choice influenced by the nature of the change, their situation/circumstances including intrinsic motivators unique to everyone. Creating the desire to change is elusive as it is dependent on an individual's choice. Figure 12 below shows the factors that influence the desire to support and participate in change.

These factors will shape the perception employees have about the change as a threat or opportunity, the fairness of the change deployment process and their view of the environment that is subject to the change. Individuals will mostly use their experience of how they experienced change in the past as a benchmark, past change reinforcement and rewards, the organisation's culture and the overall direction (perceived and actual) of the organisation.



Figure 12: Factors that influence the desire to support and participate in change (Hiatt, 2006)

An individual's personal context i.e. person's status, mobility, financial security, age, health and career aspirations, relationships and past successes in the work environment; plays a large role in the decision-making process related to change. Personal (intrinsic) motivation not only includes what an individual values, but their belief they could attain their goals when they embrace the change.

2.9.1.3. Knowledge

Knowledge represents the training, information and education necessary to know how to change. The information includes processes, tools, systems, behaviours, skills, job roles and techniques that are needed implement the change. This stage gives individuals information on how to effect change. Hiatt (2006) says the factors that will impact the successful achievement of the knowledge element of the ADKAR model and include the current knowledge base of an individual, the capacity or capability of the individual to gain additional knowledge, the resources available for education and training and access to the required information as shown in Figure 13 (p.28). This expands on the workplace/organisational knowledge extensively discussed earlier.



Figure 13: Factors influencing knowledge of how to change (Hiatt, 2006)

The gap between an individual's current knowledge and the knowledge requirement associated with the change, will directly impact the probability of successfully navigating change by the individual. The speed at which an individual can pick up new information, learn new concepts or new processes and tools influences the speed at which they assimilate new knowledge. The availability of resources (books, material, Subject Matter Experts (SME's), equipment, funding support and others) with easy access (rather ease) and consistently enables individual's to engage with new knowledge at their convenience or the organisation offer training necessary to effect change correctly and timeously.

2.9.1.4. Ability

Ability is the realisation or execution of the change. It is when individuals act upon the knowledge about change and implement it. Ability represents the demonstrated capability to implement the change and achieve the desired performance level (Hiatt, 2006, p.31). Ability is the demonstrated achievement of change. Hiatt (2006) says that when this element is achieved, the change is visible in action or measurable in terms of effect (p.32).

The factors influencing the ability to implement new skills and behaviour are blocks caused by mental nervousness or incapacity to perform (psychological blocks), physical abilities, intellectual capability, time available to develop needed skills and the availability of resources to support skill development as shown in the Figure 14 below (Hiatt, 2006, p.32). These factors affect very critical attributes expected of knowledge workers.

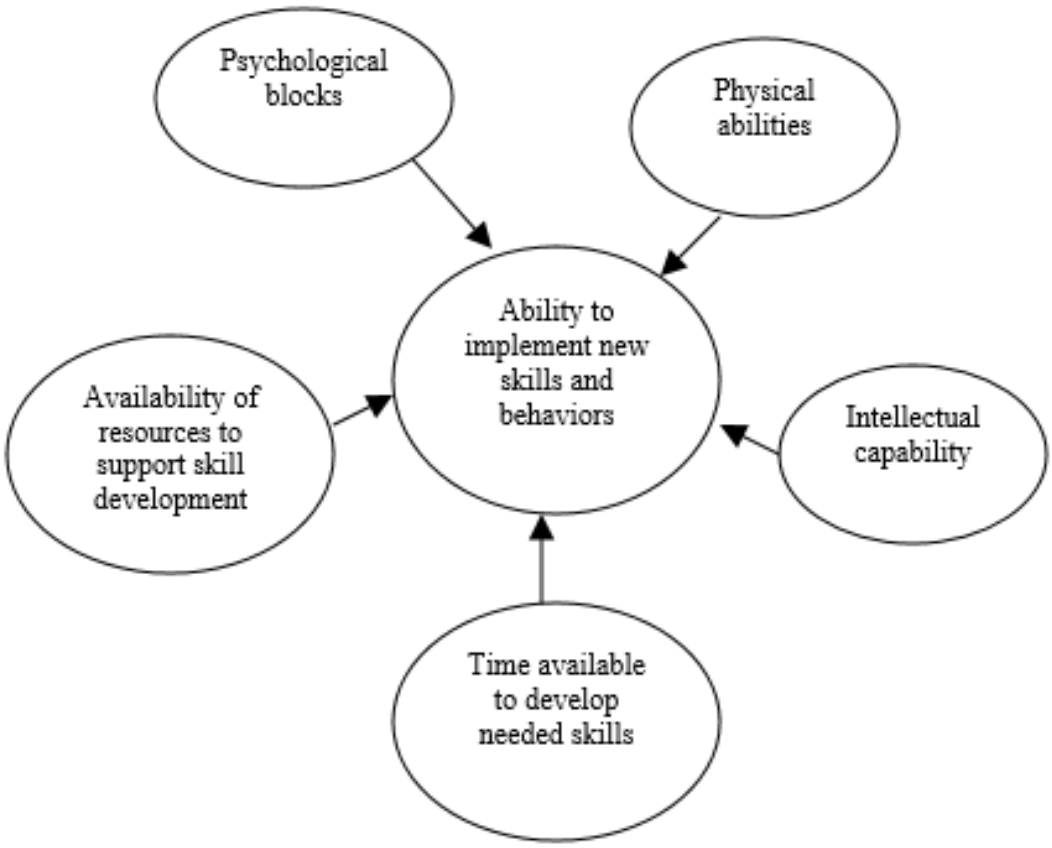


Figure 14: Factors influencing the ability to implement new skills and behaviour (Hiatt, 2006, p.32)

The manifestation of psychological blocks varies in individuals. The new level of performance may be outside the physical abilities of individuals. Depending on the nature of the change, some may have barriers to implementing. Required skills need to be developed in the required time to enable a successful implementation of change. The availability of

resources that support the change promote the cultivation of new skills and address knowledge gaps that may be revealed once the change is underway. All these factors contribute to develop new abilities (Hiatt, 2006, p.32-36).

2.9.1.5. Reinforcement

Reinforcement represents the external and internal factors that will sustain the change (Hiatt, 2006, p.37). External factors could include recognition, an expression of appreciation, rewards and celebrations tied to the realisation of the change. Internal reinforcements could be a person's internal satisfaction with their personal achievement or other benefits received from the change on a personal level. Hiatt (2006), says the factors that contribute to effective reinforcements include the absence of negative consequences, the degree to which the reinforcement is meaningful to the person impacted by the change, the association of the reinforcement with actual demonstrated progress or accomplishment and the accountability systems to reinforce the change as depicted in Figure 15 (p.37).

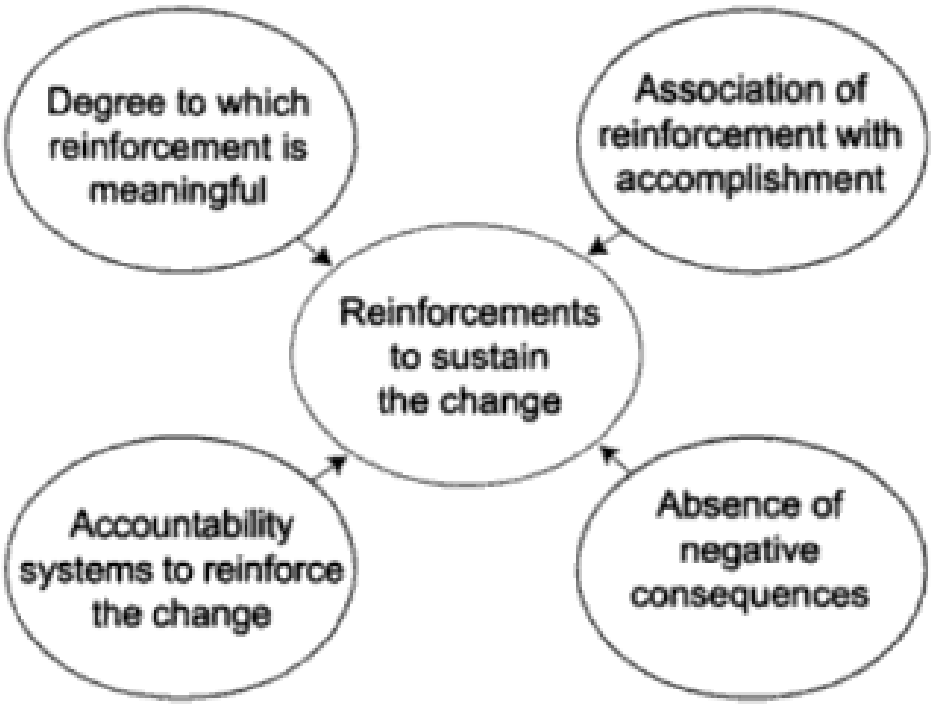


Figure 15: Factors that influence reinforcement to sustain change (Hiatt, 2006, p.38)

Change is reinforced when rewards or recognition are meaningful to an individual relative to the accomplishment and relevant. As the saying goes "habit defeats the brain". People are inclined to go back to old habits if there are no consequences. The consequences to reinforcing change should be applied consistently. For reinforcement to succeed, the individuals must be given feedback consistently and appraisal and compensation systems

should be aligned to the change needed. When these are in place, individuals receive gratification of participation in change and tangible and intangible gains associated with the change.

This model seems to resonate with John Kunkel's theory that the major problem of economic development is not the alteration of character, values or attitudes, but the change of those selected aspects of man's social environment which are relevant to the learning of new behaviour patterns and how it is managed (Powelson, 1972; Kunkel, 1970).

2.9.2. Kurt Lewin's Model of managing change

Kurt Lewin's change theory model could be applied when adopting radical change, minimise the disruption of the structures operations and ensure the change is adopted permanently (Morrison, 2014). The model provides guidance on how to assist employees to manage organisational culture change. It recognises that change can truly be adopted when people have 'buy-in' which in turn assists to manage change and adapt culture. In other words, managed change. Kurt Lewin talks of 3 stages of change outlined in Figure 16 below.

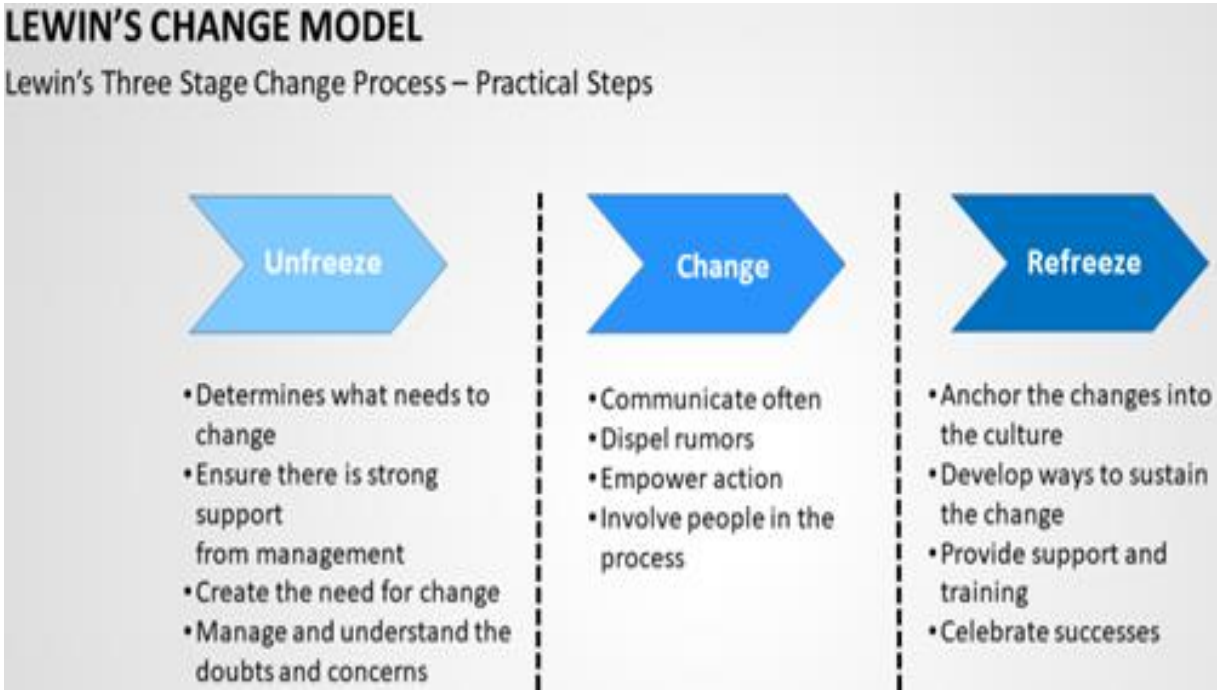


Figure 16: Kurt Lewin's change model ((Lock, 2018)

2.9.2.1. Unfreeze stage

Stage 1 (Unfreeze) is concerned with creating the correct environment for change and dismantling the current state – Lewin advocates it is necessary for people to understand the

rationale for change and how it will affect them. In this way resistance will be overcome. Diagnosis of internal barriers to performance. Every employee should be educated about the organisational change and be given an opportunity to bring in ideas of how to change if internal barriers to perform once are to be successfully diagnosed and managed on existing organisational culture. This might disrupt a stable environment, but the leaders need to encourage replacement of old habits with new behaviours and attitudes. Unfreezing means getting employees to a point of understanding change is necessary and that they should think about their day-to-day activities, "unlearn" and or unsuccessful or unproductive habits. This stage is about preparing the move away from the status quo and preparing to move to a new way of operating. In this stage, urgency is created and all should hasten to the desired state. The organisation should create a psychological safety net around the change. Constant communication is key to manage and understand doubts and concerns. Therefore, in this stage, the organisation is required to break social habits that support existing patterns of behaviour. Overall, there is a requirement to ensure there is strong leadership to support all activities that support organisational culture.

2.9.2.2. Change Stage

Stage: 2 Change (support change to the desired state) – is about implementing change by taking specific action even at a cost to operations in the company. In this transition period, the change process should be viewed as an investment in terms of time and resource allocation. It is about helping employees to learn and acquire 'new' knowledge an familiarise with the 'new' KMS. Support and guidance should be provided to employees e.g. mentoring, coaching, giving adequate resources and regular feedback. It is accepted that recognition and encouragement should be given to employees as motivation. The organisation will have to acknowledge that for change to be realised, there could be operational sacrifices made that allow employees time to start doing things differently and for some the learning curve could be steep. It is accepted as well that, importantly there could be the need to promote supporters and remove resisters of the change and to prepare for the possible cultural change or shifts.

2.9.2.3. Refreeze Stage

Stage: 3 Refreeze (Make the change permanent) – set performance indicators to align, measure, manage and monitor deviations from the 'new' way. Institute rewards for conformance to the "new" way and align salaries and reward systems. Embed 'new' ways of working so they become accepted practices in the organisation. In this stage a 'new'

organisation structure should/can be created. That will in all probability result in organisational cultural change.

Lewin's model explains the effects and influences that either promote or inhibit organisational change. In this research, a combination analysis will be used to discover the factors that influence KWs attrition when the organisation's culture changes post acquisition.

The ultimate goal is to be able to efficiently manage the introduction of a 'new' culture imposed upon the organization using a change management system that gradually introduces change in such a way as to minimize the human costs of the transition while maximizing the benefits obtained from the new culture and retaining organisational knowledge.

2.10. Managing across organisational cultures

Many techniques of modern management i.e. performance management, participative management, team approach and job enrichment, have roots firmly embedded in a particular historical and societal context (Schneider & Barsoux, 2003). Schneider and Barsoux (2003), say the scientific management, human relations, human resources and socio-technical approaches are approaches that were borne at different political and socio-economic climates in different countries and reflect different cultural assumptions regarding human nature and the importance of task and relationships (p.86). Participative management offers all employees opportunities to contribute to workplace policies and decisions that achieve business goals while promoting career satisfaction (Themedy, 2012). Job enrichment is a method of motivating employees where a job is designed to have interesting and challenging tasks which can require more skill and can increase pay (Wikipedia, 2020). Human relations is the process of training employees, addressing their needs, fostering a workplace culture and resolving conflicts between different employees or between employees and management (Petryni, 2019). There are systems to culture such as educational system, economic system and religious system among others. The economic system is the way a society produces its goods and services (Harris and Moran, 1987, p.196).

There are many barriers associated to a lack of growth of MNCs. Roy (2011) says fail due to

a) a lack of financial muscle or managerial ability to consider international operations.
b) government policies and regulations that restrict international operations.
c) Tariff barriers that protect domestic industries.
d) Embargoes industries for a specific period.

e) Business processes or industry structures of various countries may prove to be a barrier for foreigners.
f) Cultural barrier – local customs and conventions may be a challenge (p.417).

The scientific management approach focused on how best to accomplish the task, the human relations approach focused on how best to establish relationships with employees and the human resources approach assumed that workers were self-motivated while earlier schools assumed that workers needed to be motivated by more or less benevolent management (Schneider & Barsoux, 2003). The adoption and diffusion of these models of management happened at different rates and different ways in different forms of organisations across different countries at different times (p.86). The societal norms have led to the development and pattern maintenance of institutions (family, education systems, politics and legislation) in society with a particular structure and a way of functioning (Hofstede, 1980, p.22).

Schneider and Barsoux (2003), says Hofstede identified four value dimensions that differentiates countries i.e. power distance, uncertainty avoidance, individualism/collectivism and masculinity/femininity (p.87).

2.10.1. Value dimensions that differentiates countries

a) *Power distance*: indicates the extent to which society accepts the unequal distribution of power in institutions and organisations. Status and power serve as motivators and leaders are revered or obeyed as authorities. Organisations have more levels of hierarchy, a narrow span of control and a more centralised decision-making (p.90).
b) *Uncertainty avoidance* refers to a society's discomfort with uncertainty preferring predictability and stability. Organisations tend to have a greater number of written rules and procedures; greater specialisation and importance attached to technical competence in the role of staff and in defining jobs and functions. Managers are risk averse (p.90).
c) *Individualism/collectivism* refers to the extent to which people prefer to take care of themselves and their immediate families, remaining emotionally independent from groups or organisations. In countries with a high collectivism their preference is consensus, cooperation and group decision-making as opposed to individual decision-making (p.90).
d) *Masculinity/Femininity* dimensions reveal the bias towards either masculine values of assertiveness, competitiveness and materialism or towards feminine values of

nurturing and the quality of life and relationships. The masculine management style is more likely concerned with task accomplishment than nurturing social relationships and motivation is based on the acquisition of money rather than quality of life (p.90)

Schneider and Barsoux (2003) says Hofstede's factors relevance in countries was largely influenced by each country's values (that of its people) (p.87). This they say was evident also in a case study where MBA students' (from different countries) diagnosed the same problem and proposed varied solutions. Clustered according to countries from where the students originated, there were similarities in the solutions provided in relation to value dimensions (p.92).

The nature of decision-making is also culturally rooted and the decision-making is also influenced by the value dimensions above (Schneider and Barsoux, 2003, p.106). Often cultural practices undermine the best intentions and assumed rationality of best practices. The transfer of best practices assumes, to some extent, universality (p.110). Organisations should not lose sight of the impact of national culture in their search for a model of organisation that can respond best to the demands of the rapidly changing business context and the pressures of internationalisation (Schneider and Barsoux, 2003, p.112). Schneider and Barsoux (2003) says that the best models are not necessarily homegrown and as local managers in the regions gain knowledge and experience, they become less willing to adopt models imposed by head offices from other countries (p.112).

When managing multinational organisations, there are different strategies for managing cultural differences. Embedded in them are assumptions of culture as irrelevant, a problem/threat, an opportunity for learning and innovation and even as a source of competitive advantage (Schneider and Barsoux, 2003, p.255).

2.10.2. Strategies for managing cultural differences

a) *Ignoring cultural differences:* when choosing to ignore cultural differences, managers make the assumption that people or the business is homogenous. They assume convergence in management practices and the diffusion of professionalism through management education and management consultancy and that policies and practices developed in in the home country are considered to be readily transferable (Schneider and Barsoux, 2003, p.256). Therefore, all their subsidiaries should copy and conform to those practices. The organisations argue it is necessary in order to maintain product

quality, to uphold customer service, technological standards and ensure the corporate culture is shared by all employees (Schneider and Barsoux, 2003, p.256). Such companies may even create training centres or universities to inculcate the necessary management practices, behaviour, core values and beliefs of their specific organisational culture.

Protecting brand image and meeting customer expectations and demands may be another reason for ignoring cultural differences (Schneider and Barsoux, 2003, p.257). Failure to consider the potential consequences of cultural differences when implementing organisational policies and procedures abroad can prove costly (Schneider and Barsoux, 2003, p.258). Schneider and Barsoux (2003), say there are dangers of backlash when culture is disregarded by multinational organisations in their subsidiaries on foreign soil (p.258). The decision to ignore cultural differences or to impose 'our way of doing things' needs careful consideration of the strategic consequences (Schneider and Barsoux, 2003, p.259); if organisational efficiency is to be maintained and improved.

b) *Minimising cultural differences* means trying to find a way of homogenising them, creation similarities or segregation in order to reduce potential conflict (Schneider and Barsoux, 2003, p.259). Schneider and Barsoux (2003) say that organisations that aspire for this, assume a strong corporate culture can be created to serve as a melting pot or that they can allow subsidiaries to do their own thing (polycentric approach) as long as they deliver results (p.259). Other companies choose to assign senior management from the parent company culture to head up the local subsidiary to serve as a cultural transfer agent (Schneider and Barsoux, 2003, p.260). Local managers may also be invited to spend some time at 'home' (headquarters) to become familiar with the parents' policies and procedures as well as to immerse themselves in the preferred behaviour and values (Schneider and Barsoux, 2003, p.260).
Efforts to create a strong corporate culture in order to reduce cultural differences often meets with resistance because the parent company culture remains dominant and this makes locals feel like minorities in their own country (Schneider and Barsoux, 2003, p.262).
Schneider and Barsoux (2003) say the polycentric approach can offer flexibility (in relation to customer responsiveness and the voice of the customer) and stability (in relation to local government relations) (p.262). Schneider and Barsoux (2003) say

some successful multinational organisations prefer to serve the local market in terms of local brands (customised to locals preferences and sensitive to local needs), their people to be from the regions they are in and only their technology goes global (p.262). Too much autonomy can interfere with this strategy (p.263). While the polycentric approach acknowledges cultural differences and allows local organisations to do their way, encouraging pluralism, many organisations are finding this approach costly and are discovering a greater need for regional integration and rationalisation (Schneider and Barsoux, 2003,p.264).

This is evident when organisations recognise the need to balance for global integration while remaining sensitive to local conditions, many multinational companies have created regional head-quarters (Schneider and Barsoux, 2003, p.264).

c) *Utilising differences: going global* – Schneider and Barsoux (2003) say many MNCs are trying to improve integration between national companies by developing global business areas or product lines by including country heads in developing global plans and enlarging their sphere of influence and giving them career opportunities outside their local operations by exposing them much earlier in their careers to international management experience (p.266). Schneider and Barsoux (2003) say to guarantee success, the managers be provided with the appropriate language and cultural training and be given mechanisms and incentives for cooperation with people from other business units (p.266). Schneider and Barsoux (2003) say this strategy becomes the key challenge as foreign markets contribute significantly to the bottom line of MNCs (p.268).
d) *Gaining competitive advantage from cultural differences* – a truly multicultural organisation is one wherein diversity is valued and utilised rather than just contained (Schneider and Barsoux, 2003, p.277). Rather than one culture overriding another, or compromising to find safe solutions that will antagonise neither, the challenge is to discover solutions that capture the differences in creative ways so the sum of the parts is greater than the whole (Schneider and Barsoux, 2003,p.277). Schneider and Barsoux (2003) say it is important that diversity is considered by organisations as a strategic necessity (p.278). Schneider and Barsoux (2003) say that because senior management remains reserved for ‘home-country nationals’, limited career

opportunities is one reason that many qualified managers jump ship to other organisations (p.279).

The representation among the top ranks of non-national managers sends the signal that capability not passport is what counts (Schneider and Barsoux, 2003,p.281).

Employee surveys need to be conducted to check on attitudes and perceptions regarding how the company is dealing with diversity, the representation of foreign nationals at various levels, as well as their career experiences (Schneider and Barsoux, 2003, p.282). In a corporate culture where it is important to put in 'face-time', to stay long hours at the office and be available on weekends, people who are more family oriented and who place a strong value on separating work and family would be placed at a disadvantage, hence organisational culture has to be checked for biases (Schneider and Barsoux, 2003, p.282).

Schneider and Barsoux (2003) suggest that to manage cultural diversity, the following needs to happen:

- Build face-to-face relationships
- Create international project groups
- Develop international management training and development
- Build shared values, while encouraging local interpretation
- Promote divergent values to provide seeds for flexibility (p. 284).

The identification of cultural variations can help identify the responsiveness of foreign employees to types of management practices developed in another country. An enabling and empowering organisational culture is a competitive attribute experienced by knowledge workers in the organisation.

CHAPTER 3:

3. RESEARCH METHODOLOGY

Research methodology provides a logical explanation behind the steps taken in the research and explains the means using which results were obtained in the research (Bhasin, 2019). Research methodology provides guidance for the research process. The main objectives of research methodologies are concerned with the following aspects:

- Suitable research methods for the research problem
- Determine the accuracy of the outcome of opted research methods
- To make sure that research methods are efficient enough.

A well-defined methodology gives an explanation why a particular research methodological approach is used for the research, in what order and how research methods were applied to get the results of the research, what were the data collection methods, and explain the data analysis and procedures thoroughly (Bhasin, 2019).

3.1. Research Methodology

The theoretical framework is based on an existing theory in a field of inquiry that is related and/or reflects the hypothesis of a study (Adom & Hussein, 2018). It provides the structure in showing how a researcher defines his/her study philosophically, epistemologically, methodology and analytically (Grant & Osanloo, 2014).

The research conforms in large part to a combination of a phenomenological and case study research design in the qualitative research approach. However, it also conforms to the quantitative research approach because it is a survey design. Therefore, it is considered a mixed method research. The research will use a standardised research instrument to collect data from the identified sample.

3.1.1. Qualitative Research

All qualitative research approaches focus on the phenomena that occur in natural settings and they involve the studying of those phenomena in all their complexity(Leedy and Ormrod, 2005, p.133). A qualitative research recognises that there are many layers or dimensions to the issue under study (p.133). This research will highlight there are many perspectives that influence the cause and effect of the subjects under study. This research has a social

constructivism worldview. The social constructivism worldview holds assumptions that individuals seek to understand the world in which they live and work, they develop subjective meanings (varied and multiple) of their experiences (Creswell, 2009, p.8).

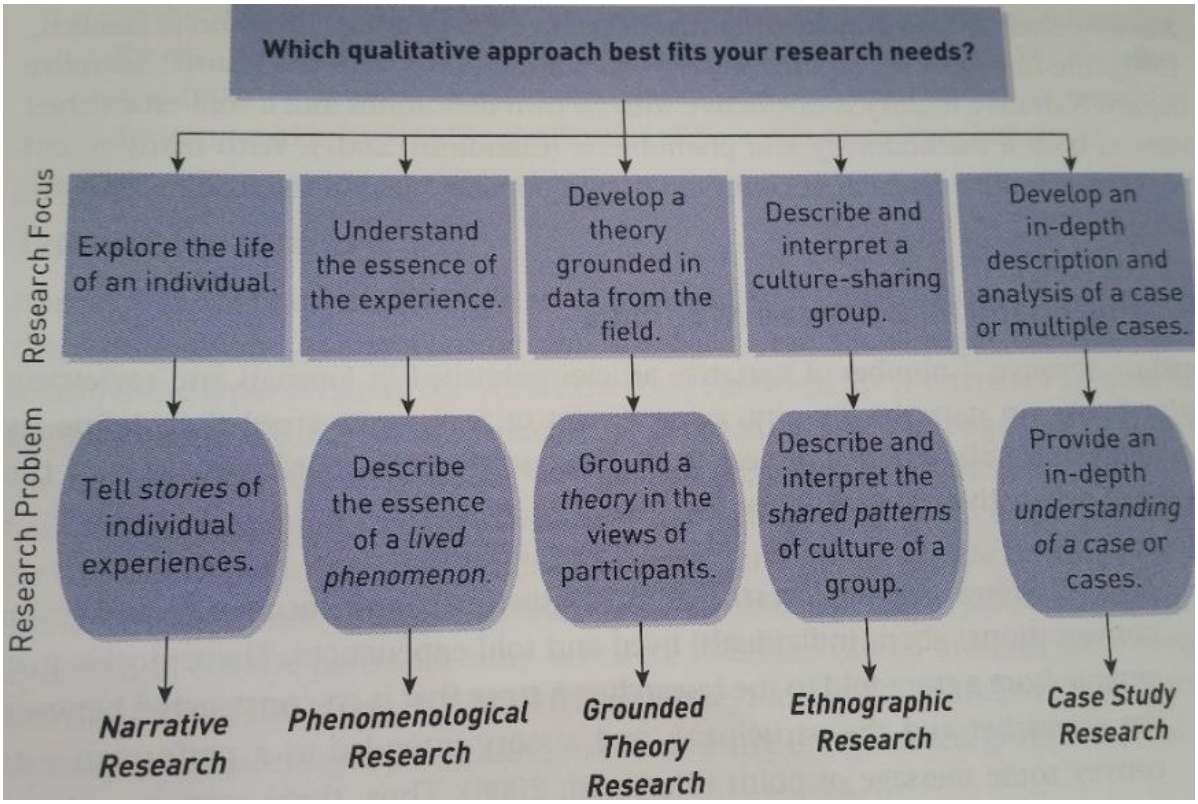


Figure 17: Flowchart for assessing fit of five qualitative approaches with various research needs (Creswell and Poth, 2018, p.67)

The research focus has attributes of a phenomenological and case study researches as depicted on Figure 17. Case studies are often used in exploratory research. They can help us generate new ideas (that might be tested by other methods). They are an important way of illustrating theories and can help show how different aspects of a person's life are related to each other (Crowe et al., 2011). In the Phenomenological research is an approach to qualitative research that focuses on the commonality of a lived experience within a particular group. The fundamental goal of the approach is to arrive at a description of the nature of the particular phenomenon (J.W Creswell, 2013). Therefore, the rationale of the research is to explore and also describe a phenomenon.

3.1.2. Quantitative Research

A descriptive quantitative research involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena (Leedy and Ormrod, 2005, p.179). Leedy and Ormrod (2005), say it does not involve

changing or modifying the situation under investigation, nor is it intended to determine the cause and effect relationship (p.179). A survey research design yields quantitative information that can be summarised through statistical analysis.

3.1.3. Mixed Method Research

Although quantitative and qualitative research approaches differ in their research questions and data collection, they can both be applied to study the same research problem (Maree, 2016, p.311). When a research combines the use of both the qualitative and quantitative approach, it is considered a mixed method approach. A mixed method approach can be helpful in gaining in-depth understanding of trends and personal perspectives, explaining the relationship among variables and how their linkages work (Maree, 2016, p.313). Mixed methods research is an approach to inquiry that combines both the qualitative and quantitative approaches and involves the philosophical assumptions (Creswell, 2009, p.4).

The research will follow the concurrent mixed method procedure. The concurrent mixed method procedure are those in which the researcher converges or merges quantitative and qualitative data (collected at the same time), integrates the information in the interpretation of the overall results in order to provide a comprehensive analysis of the research problem (Creswell, 2009, p.14). There are eight types of mixed method research design as illustrated in Figure 18. This research conformed to the QUAL + quan and therefore supports the notion of the concurrent triangulation design.

Box 2.1: Eight types of mixed methods design

QUAL + *quan*:	Qualitative core component of the project (inductive theoretical drive) with a *simultaneous* quantitative supplementary component.
QUAL → *quan*:	Qualitative core component of the project (inductive theoretical drive) with a *sequential* quantitative supplementary component.
QUAL + *qual*:	Qualitative core component of the project (inductive theoretical drive) with a *simultaneous* qualitative supplementary component.
QUAL → *qual*:	Qualitative core component of the project (inductive theoretical drive) with a *sequential* qualitative supplementary component.
QUAN + *qual*:	Quantitative core component of the project (deductive theoretical drive) with a *simultaneous* qualitative supplementary component.
QUAN → *qual*:	Quantitative core component of the project (deductive theoretical drive) with a *sequential* qualitative supplementary component.
QUAN + *quan*:	Quantitative core component of the project (deductive theoretical drive) with a *simultaneous* quantitative supplementary component.
QUAN → *quan*:	Quantitative core component of the project (deductive theoretical drive) with a *sequential* quantitative supplementary component.

Figure 18: Types of Mixed Methods Research Designs ((Morse & Niehaus, 2009)

3.2. Research Design

3.2.1. Qualitative Research Design - Intrinsic case study

In a case study an individual, program or event is studied in depth for a defined for a defined period of time and may be useful for investigating how an individual or program changes over time, perhaps as a result of certain circumstances on interventions (Leedy and Ormrod, 2005, p.135). The case may be a concrete entity such as an individual, a small group, or an organisation bounded by time and place (Creswell and Poth, 2018, p.96). The results of such a study cannot be used to generalise other situations similar in nature. Robert E. Stake chooses the name case study because it draws attention to the question of what can be learnt

from the single case (Stake, 1995, p.135). The investigator explores real life, contemporary bounded system (i.e. specific place where the case is located and the time frame in which the case is studied) through detailed and in-depth data collection involving multiple sources of information (e.g. observations, interviews, audio visual material, documents and reports and not rely on one source of data) and reports a case description. People involved in the case may also be defined as a parameter (Creswell and Poth, 2018, p.97).

Boundedness and behaviour patterns are useful concepts for specifying the case (Stake, 1995, p.135). Creswell and Poth (2018) say case studies have case themes that represent issues or specific situations to study and can be organised in chronological format, can be presented as a theoretical model or be analysed for similarities or differences (p.98). The case study method was therefore not chosen as time constraints would not permit multiple sources of data collection or the researcher opted to do an online survey as a form of data collection.

The focus of the intrinsic case study is on the case itself because the case presents an unusual or unique situation (Creswell and Poth, 2018, p.99). The purpose is not theory building the study is undertaken because of an intrinsic interest (Stake, 1995, p.137). This research has been planned as such. In addition it can be judged to full within the parameters of an intrinsic case study because it concentrates on the an instance (acquisition) that happened at Company XYZ at a particular period (October 2016 to December 2018) and the sample is that of a group of people who were present (employed by the company) when this occurrence took place.

3.2.2. Qualitative Research Design - Phenomenological Research

A phenomenological study describes the common meaning for several individuals of their lived experiences of a concept or a phenomenon (Creswell and Poth, 2018, p.75). It describes what participants have in common as they experience a phenomenon (an object of human experience) and its basic purpose is to reduce individual experiences with a phenomenon to a description of the universal essence (John W. Creswell & Poth, 2018). The researcher collects data from the persons who have experienced the phenomenon and develops a composite description of the essence of the experience for all the individuals (Creswell and Poth, 2018, p.75).

Defining features of the Phenomenological Research according to Creswell (2018) are:

- Emphasis on a phenomenon to be explored e.g. professional growth or caring relationship.
- A heterogenous group is identified that may vary in sizes from 3 to 4 individuals to 10 to 15.
- A philosophical discussion about the basic ideas involved in conducting a phenomenological research. This turns on the lived individual experiences and how they have subjective experiences of the phenomenon and objective experiences of something in common with other people. Thus, there is a refusal of the subjective-objective perspective, for this reason phenomenology lies somewhere between a qualitative and quantitative research.

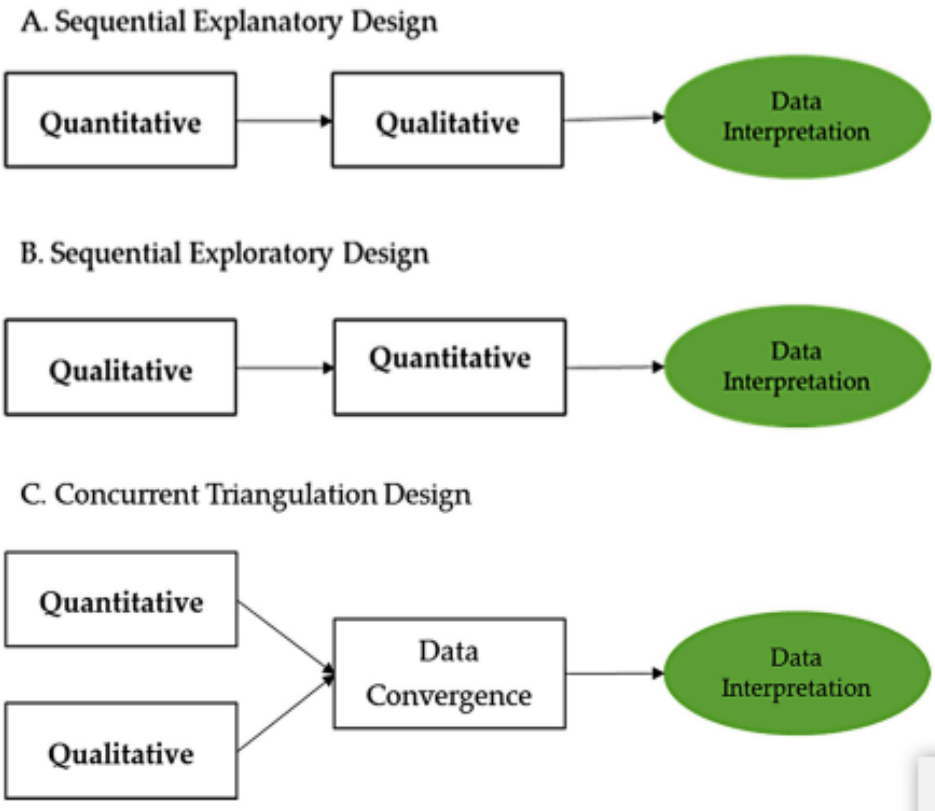
The research in question will be gathering, analysing and interpreting data about organisational change and the experiences as accounted for by those who experienced them post the acquisition of Company XYZ.

3.2.3. Quantitative Research Design – Survey Research

A **survey research** involves acquiring information about one or more groups of people (perhaps about their characteristics, opinions attitudes or previous experiences) by asking them questions and tabulating their answers (Leedy and Ormrod, 2005, p.183). This approach is called a descriptive or normative survey (Leedy and Ormrod, 2005,p.183). This research will use the survey design to acquire data from the identified sample. As such, it qualifies to be a qualitative research approach.

3.2.4. Concurrent Mixed Method Research Design

There are different Mixed Methods Designs. Basic mixed methods designs include convergent design/concurrent triangulation, embedded design, explanatory sequential design and exploratory sequential design (Rucker, 2018). Quantitative: data in numbers, Qualitative: data in words, Multimethod: data in both forms. The three methods are illustrated in Figure 19 below. This research will use the concurrent triangulation/ convergent design.



Basic typologies of MMR. There are three basic designs of mixed methods that differ in how data collection and analysis is sequenced: (A) sequential explanatory design, in which the quantitative method precedes the qualitative method; (B) sequential exploratory design, in which the qualitative method precedes the quantitative method; and (C) concurrent triangulation design, in which qualitative and quantitative data are collected concurrently.

Figure 19: Basic Typologies of Mixed Method Research (Warfa, 2016, p3)

CHAPTER 4

4. RESEARCH METHOD

The term ‘research method’ is used to refer to which data collection and data analysis techniques will be employed (Hamel, J., Dufour, S. and Fortin, 1993). The research method consists of all the techniques and method which are employed by a researcher in a research process to find the solution to the research problem. The sole purpose of research methods is to find the solution (Bhasin, 2019).

4.1. Research Design

The mixed method research design is a procedure for collecting, analysing, and “mixing” both quantitative and qualitative research and methods in a single study to understand a research problem (J. Creswell, 2012). The research will follow the inductive approach. Inductive approach, also known in inductive reasoning, aims to generate meanings from the data set collected in order to identify patterns and relationships to build a theory; (Bernard, 2011).

The research wants to explore and interpret the views of KWs affected by organisational change in Company XYZ and make sense of their experience. The intention is to establish, confirm or validate and to develop generalisations that contribute to existing theories (Leedy and Ormrod, 2013, p.96). The research will enable the researcher to interpret the effect(s) of organisational change on knowledge workers (past and present) after Company XYZ was acquired by the world’s largest brewer. Leedy and Ormrod, (2005) attest that a case study is useful for investigating how individuals change over time perhaps as a result of certain circumstances or interventions (p.135).

4.2. Ethical Considerations

The researcher will at all times observe ethical principles as outlined by the University requirements and as is required and stipulated for the research undertaken. Leedy and Ormrod, (2005) state that in a qualitative study, all participants in the survey must know the nature of the study, should be willing participants and that data collected should not be traceable back to the particular individual(s) and therefore maintain anonymity and privacy (p.144). All participants will be given assurance of remaining anonymous. To ensure anonymity, all participants will be given pseudonyms and will have the freedom to withdraw.

The research and researcher have complied with all the ethical requirements of the University.

4.3. Sampling (Scope of Research)

The process of selecting particular entities (participants) is sampling (Leedy and Ormrod, 2005,p.144). Caution will be exercised to ensure that a complete picture of the phenomenon under study is extracted from the data that is gathered. Therefore, this necessitates that sampling is purposeful and participants selected will be those viewed by the researcher as those who will yield the most information about the topic under investigation. The sampling procedure will be a single stage sampling and the researcher will send a request to individuals to participate in the research. A single stage sampling procedure is one in which the researcher has access to the names in the population and can sample the people directly (Creswell, 2009, p.148).

The researcher will apply sampling bias by virtue of sampling only knowledge workers. Leedy and Ormrod (2005), says in research, bias is any influence that may have disturbed the randomness by which the choice of sample population has been selected (p.209). The researcher will survey knowledge workers across various departments in the company. Drucker (1959), described knowledge workers as high-level workers who have been exposed to formal schooling for twelve to sixteen years and who apply concepts, system, theoretical and analytical knowledge, acquired through formal training, to develop products and services (p.121).

In this research, the element of stratification will be the possession of a tertiary education qualification (that is obtained at a higher education institution M3+ and above) and they have been employed for more than a year at Company XYZ before the acquisition took place and were still in the employ of Company XYZ during the period within which the acquisition occurred. These knowledge workers may be operating or operated in managerial positions during the said period. The sample size will be 20 individuals and will be selected randomly. Individuals selected do not necessarily perform the same tasks and have either left the company or are still in employ but do not operate on the same site. Guest and Johnson, (2006) propose that saturation often occurs around 12 participants in homogeneous groups for a qualitative research.

4.4. Data Collection Method

Quantitative data will be gathered through an online questionnaire/survey. A survey provides a quantitative or numeric description of trends, attitudes or opinions of a population by studying a sample of that population (Creswell, 2009, p.10). Leedy and Ormrod (2005), also include in their description, the opinions, attitudes or past experiences of the group(s) of people to learn about a large population (p.183). The responses of the participants will be biased based on their perspectives and lived experienced which is subjective. The research will generalise the findings as that of the general sample. The questionnaire will ask both open and close-ended questions. The purpose of the survey is to generalise from a sample of a population so that inferences are made about some characteristic, attitude or behaviour of the population (Babbie, 1990).

An online (internet) survey in the form of a self-administered questionnaire was the preferred method because:

- it is less costly and environmentally friendly than when administering a paper survey or phone survey.
- It is easier and quicker to send to respondents.
- Data is easily consolidated and manipulated as it is in the form required and there is less human error/omission by oversight.
- The possibility of increasing the number of participants and disseminating is easier. The sample size can be increased with ease.
- The anonymity of surveys allows respondents to answer with more candid and valid answers.
- There are many free online survey software or platforms available for surveys.
- It is convenient as data can be accessed at any period conducive to the researcher and feedback notifications will be received as and when a participant(s) concludes the surveys.

Data will be collected over 4 weeks therefore, it is longitudinal. An electronic survey i.e. computerised questionnaire will be developed to acquire the data needed to analyse the behavioural patterns of individuals in the chosen sample or phenomena. This is known as a descriptive survey. The survey questions will be open-ended therefore allowing the participant to expand on the subject wherever they deem necessary. Data will be categorised and interpreted in terms of common themes (Leedy and Ormrod, 2005,p.144). The questionnaire was designed to achieve the research objectives.

4.5. Data Collection Instrument

The survey instrument to collect data will be Google Forms (Free Online Surveys). The survey participation mail will have covering letter introducing the research and the purpose of the research and a link to the form of the survey. The process will kick off with telephonic messages to identified individuals requesting them to participate. Those who have agreed to participate be sent the first mail that will include the actual survey distributed three days after agreement was reached. The second mail will be sent out as a follow-up/ reminder to all members seven days after the initial questionnaire and sent to all participants. The third mail will be sent seven days after the second mail to all non-respondents and will be personalised. The fourth and last mail will be sent out to non-respondents after a week of the third mail.

4.6. Data Analysis and Interpretation

Having gathered the data, the researcher will use inductive reasoning i.e. generating themes about the data, to draw conclusions about the phenomenon and population from which the sample is drawn. Data will be sorted and categorised as per the emerging themes and interpretations or even patterns (Leedy and Ormrod, 2005,p.150). These will enable the researcher to draw inferences about the phenomenon or the population. Qualitative researchers are viewed as the research instrument, therefore, the interpretation of the data will inevitably have the researcher's biases (Leedy and Ormrod, 2005,p150). In this research, much discretion will be exercised to minimise the researcher's opinions or prior expectations. The data will be organised and interpreted using Microsoft Excel tool of data analysis.

4.7. Data Handling

The researcher will ascertain if there would be potential interest in using data beyond the academic space by the participants or Company XYZ or if the participants wish to know the research. The data will be stored by the researcher in an external hard drive and will be retained for 12months period post final academic submission. Thereafter the data will be destroyed/deleted.

4.8. Validity

Leedy and Ormrod (2005) indicates that regardless of the chosen methodology, the researcher must think about the validity of the approach applied (p.97). Validity is the accuracy, meaningfulness and credibility of the research project as a whole (Leedy and Ormrod,

2005,p.97). There are two types of validity that can be applicable to a research i.e. internal and external validity. The internal validity of a research is the extent to which its design and the data it yields allow the researcher to draw accurate conclusions about cause-and-effect and other relationships within the data (Leedy and Ormrod, 2005,p.97). External validity of a research study is the extent to which its results apply to situations beyond the study itself, in other words, the extent to which the conclusions drawn can be generalised (Leedy and Ormrod, 2005,p.99).

For this research, the identified threats to validity of the research (Creswell, 2009, p.163) are discussed and the mitigation that the researcher will apply:

- Internal validity threat of participants may communicate with each other and this can influence the results. To address this, the researcher will send a personalised mail to participants or send to all on blind copy so that they do not know who the other participants are.
- The external validity threat is that a researcher cannot generalise the results to future or past situations because results of an experiment are time bound. To address this, it is suggested that future research addressing the same or similar issues and/or similar environment could be undertaken, and the sample size be increased, and stratification be broadened.
- Another strategy that will be followed to test validity is requesting respondent validation. This occurs when the researcher takes conclusions to participants in the study and corroborates the conclusions the researcher has arrived at.

4.9. Reliability

Reliability is the consistency with which a measuring instrument yields a certain result when the entity being measured hasn't changed (Leedy and Ormrod, 2005,p.29). Noble and Smith (2015), define reliability as the consistency of the analytical procedures, including accounting for personal and research method biases that may have influenced the findings (p.34). To evaluate the credibility of the research findings, Noble and Smith (2015) say that an independent researcher should be able to arrive at similar or comparable findings. Qualitative researchers need to ensure their research is trustworthy, that data is collected ethically and accurately, that findings are credible, plausible and well-substantiated (Shenton, 2004).

In a quantitative research, reliability is measured through homogeneity (internal consistency), stability (tested using test) and equivalence (assessed through inter-rater reliability) (Heale & Twycross, 2015). The definitions of the different reliability tests are shown in Figure 20. In this research, equivalence will be used to measure reliability.

Attributes	Description
Homogeneity (or internal consistency)	The extent to which all the items on a scale measure one construct
Stability	The consistency of results using an instrument with repeated testing
Equivalence	Consistency among responses of multiple users of an instrument, or among alternate forms of an instrument

Figure 20: Attributes of Reliability (Heale and Twycross, 2015, p.67)

4.10. Limitations of the Research

Acknowledged research limits are, the findings of a case study research design that considers a singular case, cannot be generalisable to other situations (Leedy and Ormrod, 2005,p.135). Therefore, the findings of the case study of Company XYZ may not be applicable to other companies who are going through a change in organisational culture or to other companies in the same industry or both.

The interpretation of the findings is biased to the researchers point of reference which influences how they perceive issues and their understanding of either circumstances or the topic under investigation (Creswell, 2009,p.164). The researcher was an employee of Company XYZ, and as far as possible, will guard against projecting researcher bias on the findings. The results of the findings are limited to describing the phenomenon rather than predicting future behaviour (Merriam, 1998,p.41).

Creswell, (2009) recognises that all participants will respond influenced by their point of reference and they will have varying degrees of understanding and articulation (p.167). This may have a bearing on the survey as questions may mean dissimilar things to different individuals.

CHAPTER 5: RESULTS AND ANALYSIS

Quantitative data analysis techniques range from creating simple tables or graphs, calculations, chart drawings that show the frequency of occurrence and use statistics to enable comparisons through establishing statistical relationships between variables to complex statistical modelling (Saunders et al, 2016, p.496).

5. Data collected – Survey structure

The survey consisted of 60 questions that the participant chose the answer to the questions asked based on those indicated. The questionnaire had self-check questions and investigation questions. Question 60 requested the participants to give any additional information based on their insights on the questions asked. This discussion question was not specific but more nudging the participant to reflect on any issue that could give emphasis to a question asked or any related subject. This question was deemed not relevant and not used to assess or interpret the results as the participants did not fully understand what it desired to achieve and therefore, there were inconsistent answers and most of them left it blank.

The types of data collected in the survey was categorical (i.e. data whose values cannot be measured numerically but can be classified into sets (categories) according to the characteristics that identify or describe the variables or placed in rank order (Saunders et al , 2016, p.500). Figure 21 shows the different types of data. The data also has dichotomous data which only has 2 categories/variables e.g. gender description, female and male (Saunders et al , 2016, p.500). This data needs grouping and can be represented by a bar graph/chart (to show the relative amount of categories/values for one variable so that highest and lowest are clear) or pie chart (to show the proportion or percentage of occurrences of categories or values for one variable) (Saunders et al , 2016, p.513).

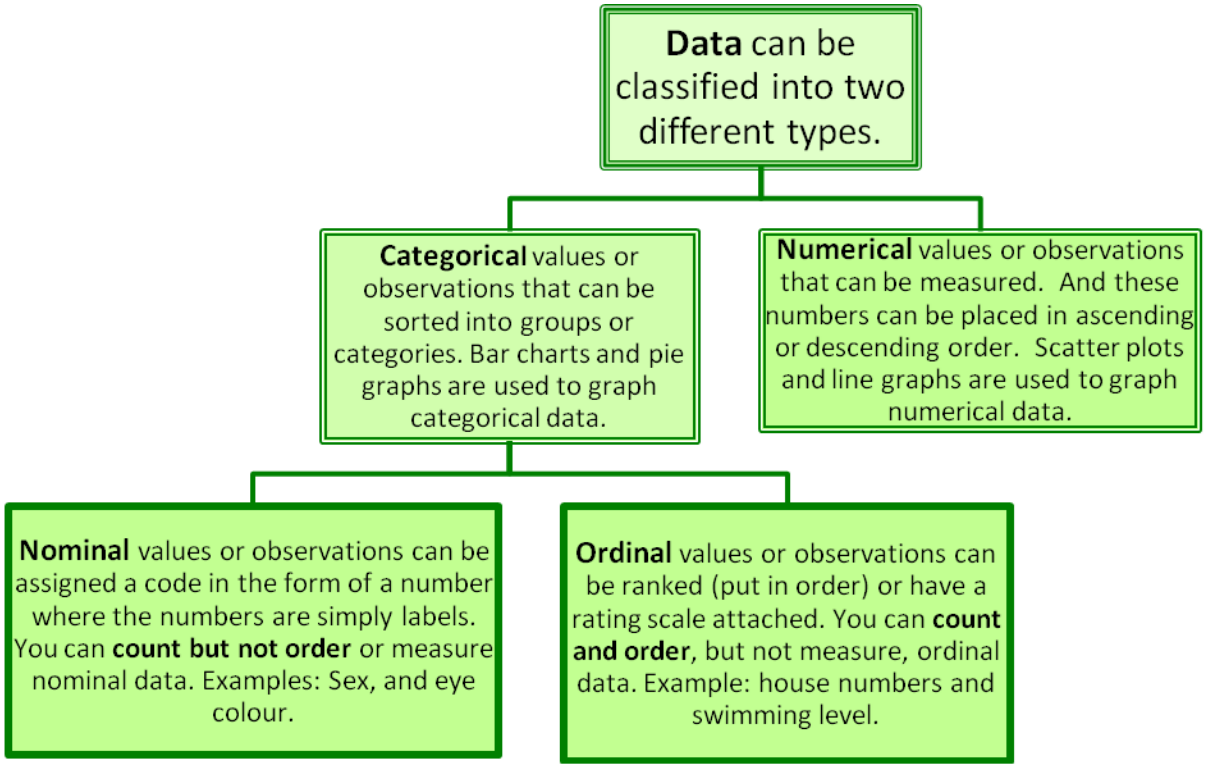


Figure 21: Types of statistical data (Source: http://scaryscientist.blogspot.com/2015)

Table 1 below explains the types of questions and the sections are related to the research questions asked. Participants background demonstrates that the chosen sample fits the profile of knowledge workers. The questions asked are related to information as gathered, highlighted and discussed in the literature review section. Organisational change questions probe to get answers for sub question i), Managed organisational change questions and Organisational culture questions are probing sub question ii) are and sub question iii) respectively.

Table 1: Survey Questions explanation and scale

Sections	**Measure**	**Scale**	**Question number**
Participants background	The characteristics of the sample participants that were relevant for the study.	Nominal/ categorical, interval	Q1 – Q11
Organisational Change	The attributes of organisational change, the levels at which organisational change occurred and the organisational changes that occurred.	5 points Likert-type rating scale, nominal scale	random
Managed organisational change	How organisational change was managed. Elements of the organisational change models that were identified and executed.	5 points Likert-type rating scale, nominal scale	random
Organisational Culture	What organisational culture changes were observed and how it is/was viewed.	5 points Likert-type rating scale, nominal scale	random

Below the questions are outlined and linked to literature review points pertinent to the answering of the research questions.

5.1. Participants Background Questions

Number	Question
1	Please indicate the department to which you belong(ed).
2	What is your gender?
3	What is your age?
4	What is your employment status in the alcoholic beverage company?
5	Which of the following best describes you?
6	What is/was your length of service with the company?
7	What is your highest tertiary education qualification?
8	What is/was your role in the company?
9	Do/Did you have staff reporting directly to you?
10	If yes, how many staff report/ed directly to you?
11	In your role how many people do/did you oversee?

5.2. Organisational Change Questions

Table 2: Organisational change variables and questions

Survey Questions		
Leader lead organisational change	22. My manager is/was supportive of changes.	29. Do you believe the company leadership (Strategy authors) live authentically by the organisational values?
a) Change at individual level	4. What is your employment status in the alcoholic beverage company?	55. The organisational changes made have given me autonomy in the workplace.
***development, performance, feedback**	32. My role changed post acquisition. 33. My job scope increased post acquisition. 34. My job scope decreased post acquisition. 35. My span of control increased post acquisition. 36. My span of control decreased post acquisition.	54. I can /could be authentic whilst at work and don't have to pretend to be someone I'm not. 53. I am/was at ease and comfortable when I'm around others at work – regardless of their title, position, or stature. 52. I understand / understood and like(d) the performance appraisal system in the company. 51. I have/had a clear understanding of your career or promotion path? 50. The changes in the organisation provide/d positive prospects for career growth for me.
*** Knowledge**	I am/was comfortable giving upwards feedback to my supervisor.	42. I agree with the number of hours I work in a day
***feelings, facts, experiences & understanding**	13. I believe organizational change is good for the business. 25. I am/was aware of how changes are going to affect me. 20. I have been told how changes will directly affect my team.	37. I am/was paid fairly for the contributions I made to my company. 38. My employee benefits changed post acquisition. 39. My employee benefits are better than previously were.

b. Change at group level		
*** primary social relationships & support of the individual employee * extent to which a group will work together**	40. Relationships with work colleagues have proved to be a significant factor in my decision to stay or leave the organisation.	
c. Change at the larger system level		
	15. The organisation before the change encouraged a free exchange of information and ideas.	27. There is/was an appropriate level of transparency regarding changes.
*** organisational process**	16. Organisational change was aligned strategically to organisational goals.	42. I agree with the number of hours I work in a day.
*** strategies and new goals**	19. The reasons for organisational change were clearly communicated.	48. The post- acquisition organisational work- place and amenities are both practical and beautiful.
Intensity or the rate at which the change is rolled out (long hrs worked)	26. The changes made in the organization were necessary.	49. The location of the new workplace is/was within reasonable travelling distance for me.
d. Change in KMS - Operational methods (processes) and technologies/BPR.		
	17. Changes in planning and control system/activities of management has increased my enthusiasm on the job.	56. If organisational changes concerning processes and/or procedures is/were not efficient, they can easily be corrected.
exchange of information /planning and control systems	18. Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss.	
e. Change in Structure		
Role change	12. Did your role change post the acquisition?	33. My job scope increased post acquisition.
Role necessity	14. Management communicated the new goals of the company	34. My job scope decreased post acquisition.
Job scope	20. I have been told how changes will directly affect my team.	35. My span of control increased post acquisition.
Span of control	32. My role changed post acquisition.	36. My span of control decreased post acquisition.

5.3. Managed Organisational Change Questions

Table 3 below outlines the literature review points considered and the questions asked.

Table 3: Managed organisational change questions

Literature Notes	Survey Questions
Purpose: People are goal-oriented and are "pulled" along by a sense of purpose, desire, value.	25. I am/was aware of how changes are going to affect me.
*** person's sense of purpose**	20. I have been told how changes will directly affect my team.
*** impact of change on individual *I believe(d) the organisation values employee wellbeing.**	22. My manager is/was supportive of changes. 31. My role is/was necessary to achieve new goals. 41. I feel valued at work.
Identity: People need a sense of personal integrity	23. My manager takes/took my feedback seriously. 24. My anxiety of my manager is/was high. 43. My achievements on the job are recognised by the organisation.
Mastery: Survival depends on one's ability to manage oneself and the environment effectively	21. I feel/ felt confident about my role in delivering change in the organisation.
*** skill gaps**	30. Employee competence is important determinant of reputation.
Employee Involvement	28. I am/was comfortable giving upwards feedback to my supervisor.

5.4. Managed Organisational Change Questions – Change Management Models

5.4.1. ADKAR Model

Below tables indicate the different questions asked supporting the different models discussed in the literature review.

Table 4: ADKAR model questions asked

Aware	***Knowledge***	***Reinforcement***
19. The reasons for organisational change were clearly communicated. 20. I have been told how changes will directly affect my team. 25. I am/was aware of how changes are going to affect me. 27. There is/was an appropriate level of transparency regarding changes.	50. The changes in the organisation provide/d positive prospects for career growth for me. 51. I have/had a clear understanding of your career or promotion path? 52. I understand / understood and like(d) the performance appraisal system in the company. 56. If organisational changes concerning processes and/or procedures is/were not efficient, they can easily be corrected.	23. My manager takes/took my feedback seriously. 28. I am/was comfortable giving upwards feedback to my supervisor. 43. My achievements on the job are recognised by the organisation.
Desire	***Ability***	
13. I believe organizational change is good for the business. 26. The changes made in the organization were necessary. 27. There is/was an appropriate level of transparency regarding changes.	18. Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss. 21. I feel/ felt confident about my role in delivering change in the organisation.	

5.4.2. Kurt Lewin’s Model

Below, Table 5 displays the questions asked in relation to the three stages of the Kurt Lewin’s model.

Table 5: Kurt Lewin's model questions employed for the survey

Unfreeze	**Freeze**	**Refreeze**
14. Management communicated the new goals of the company.	18. Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss.	52. I understand / understood and like(d) the performance appraisal system in the company.
22. My manager is/was supportive of changes.	21. I feel/ felt confident about my role in delivering change in the organisation.	56. If organisational changes concerning processes and/or procedures is/were Not efficient, they can easily be corrected.
24. My anxiety of my manager is/was high.	28. I am/was comfortable giving upwards feedback to my supervisor.	
27. There is/was an appropriate level of transparency regarding changes.	43. My achievements on the job are recognised by the organisation.	

5.5. Organisational Culture Questions

Table 6: Organisational culture questions

f. Organizational culture		
***beliefs, understanding, attitudes**	38. My employee benefits changed post acquisition.	44. I believe the organization values and appreciates its employees for the work they do.
*** incentives, processes and controls**	39. My employee benefits are better than previously were.	45. Leaders in the organisation share the same organisational values and beliefs.
*** decision making (how)**	46. If the number of unpaid working hours were reduced, I might have stayed longer	58. My morale at work is/was higher since the organisational changes.
	47. If I was paid more, I might have stayed longer.	59. The organisational culture is/was...
management not only bears the burdens of hierarchy, but they also represent the organisation's culture by virtue of their success in it	57. I believe(d) the organisation values employee wellbeing.	

5.6. Response rate

The survey request was sent to twenty people as the sample size indicated. The research uses univariate descriptive sample statistics because it only researched knowledge workers. However, some of the data may be bivariate in nature as it compares two variables. However, only sixteen responses were recorded which is an equivalent of 80% response rate. For academic studies involving individuals or organisations' representatives, response rates of approximately 50% respectively are reasonable (Baruch & Holtom, 2008). All the respondents expressed an interest in seeing the results. The research will use descriptive statistics to define the data and does not make inferences about the broader population but of the sample. There was a 99% response rate to the questions and not all respondents answered question 60.

5.7. Participants Characteristics

The participants of the study demographically represent a picture similar to that of the larger population. They belong to different business units, have varying skills, different roles, and a considerable number of years withing the business which demonstrates the institutional memory possessed by these knowledge workers.

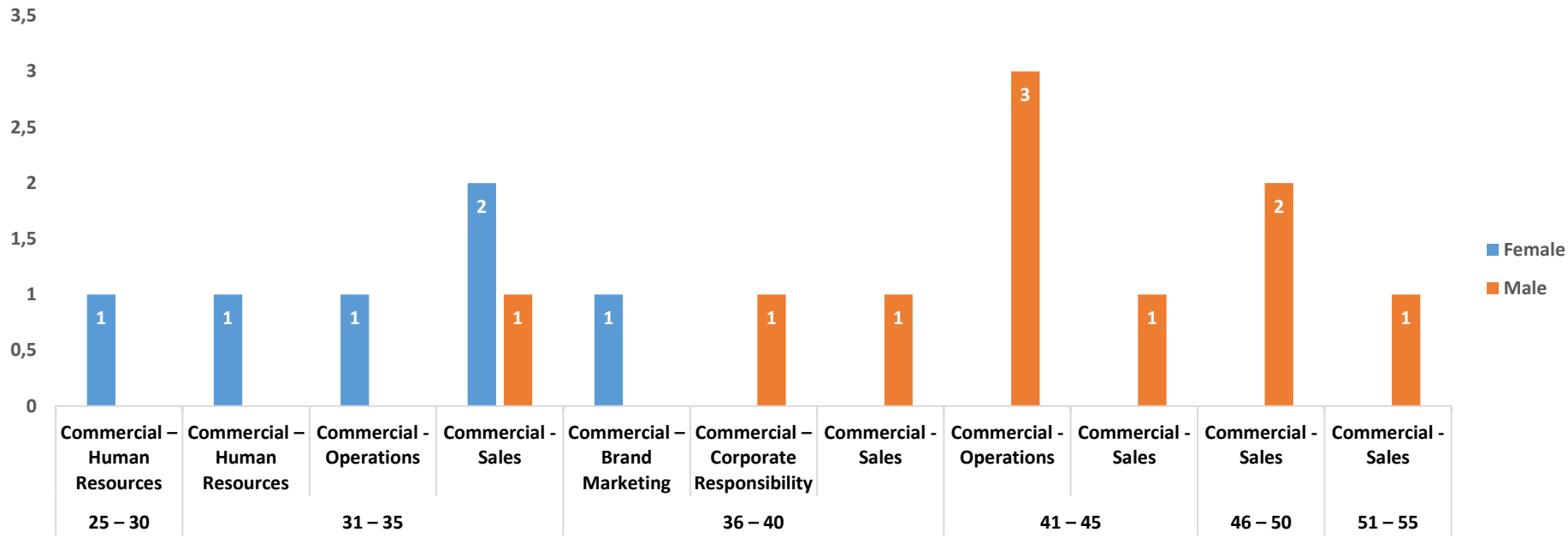


Figure 22: Age, gender, and departmental distribution of participants

Figure 22 and Figure 23 illustrate the institutional memory distribution (the number of years of service in the company) of the knowledge workers sample, their gender and departments they represent. 50% of the respondents are from the Commercial Sales department and 62.5% are males. 75% of the respondents are current employees of the company and 68.7 % have been with the company for more than 10 years.

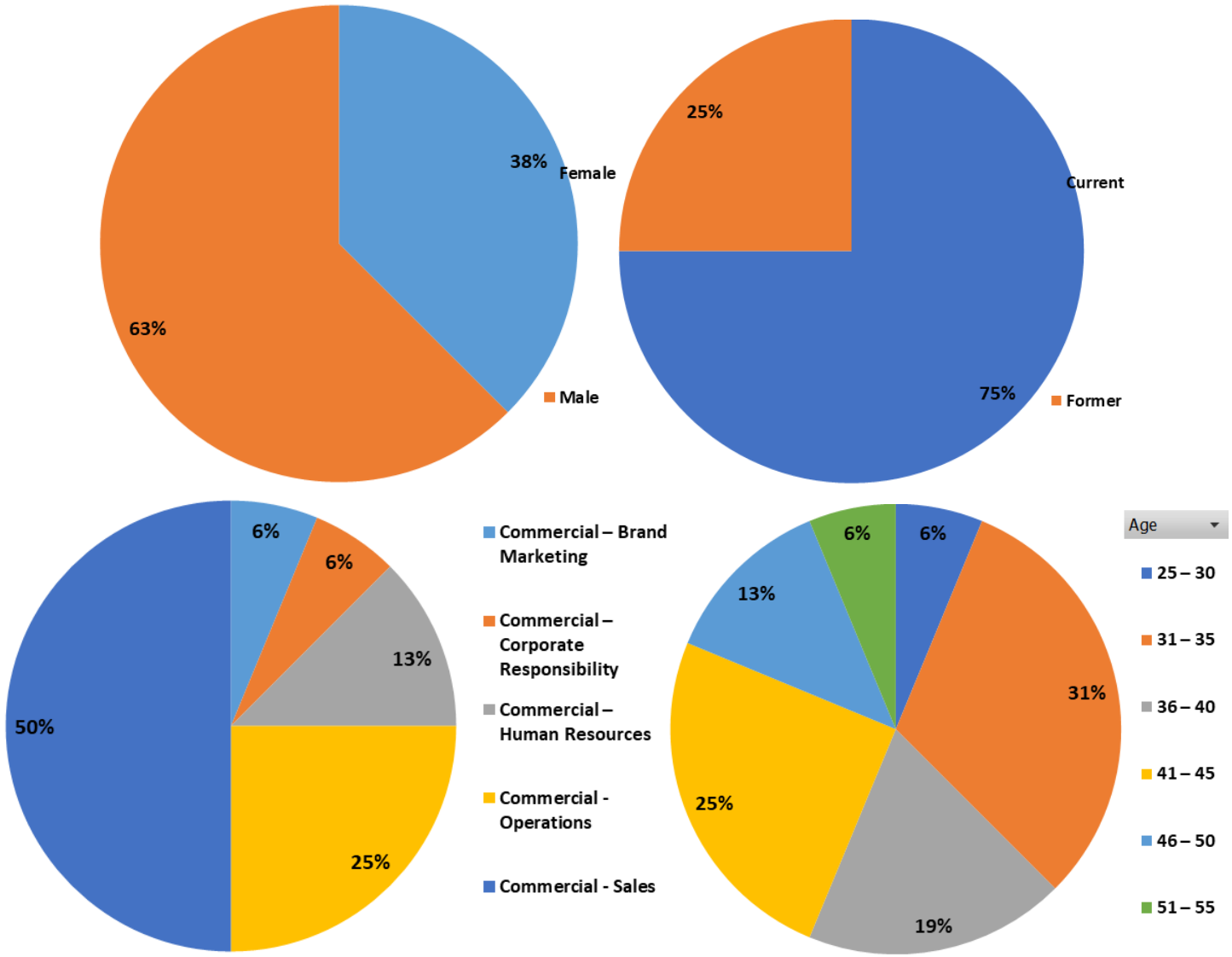


Figure 23: Participants 'additional information

Figure 24 demonstrates the population groups from which they come, their age spread, the educational highest qualification they possess and the roles they perform in the organisation. All participants have a tertiary education qualification. 56.4% are below the age of 40. 75% are managers and 75% are African.

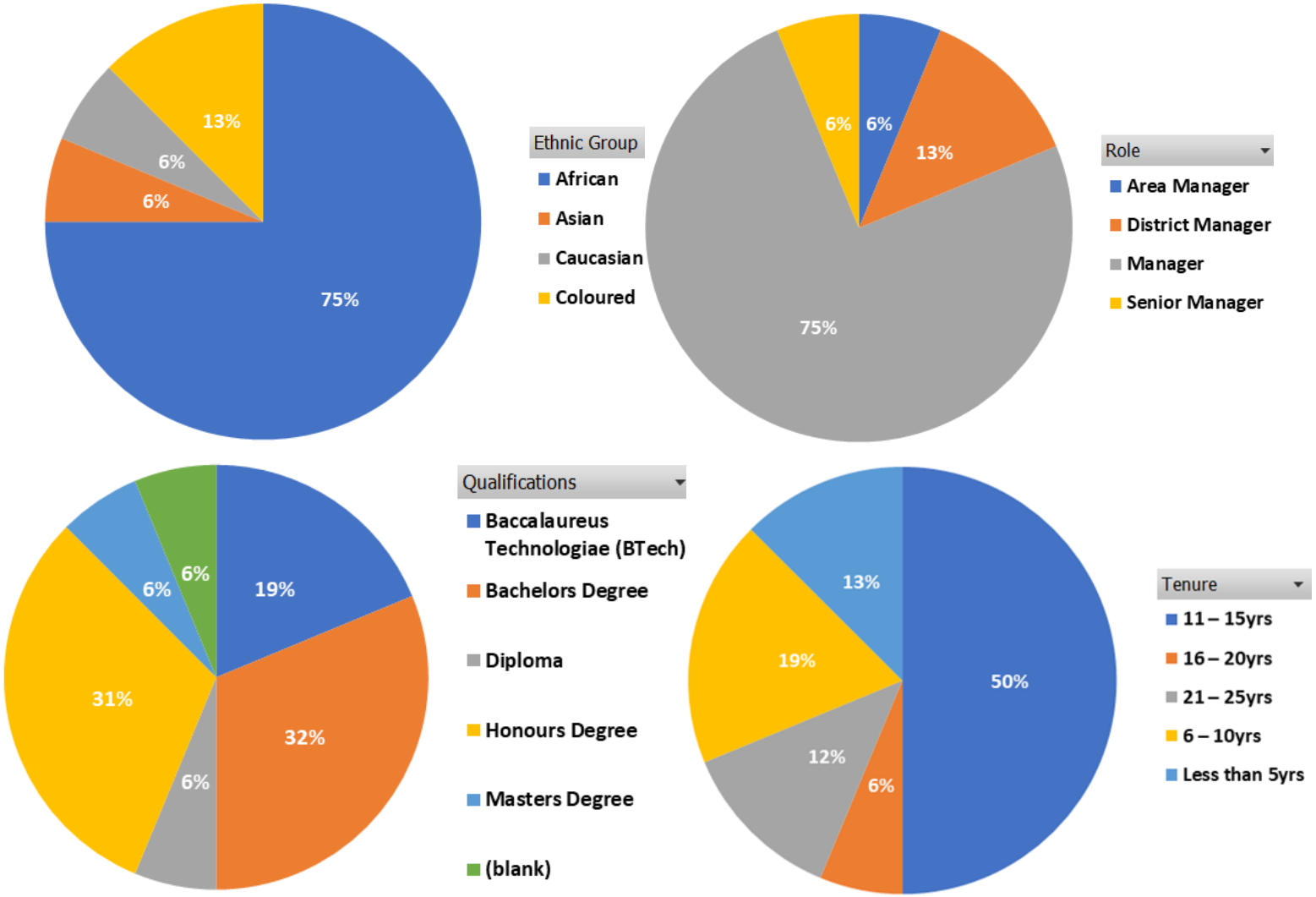


Figure 24: Participants' data

5.8. Observations on Organisational Change

5.8.1. Leader led change

In effecting successful and effective change, Kurt Lewin advocates for organisational leadership to be change agents. A change agent in the form of leadership is then said to be a transformational leader. A transformational leader is where the leader coordinate with employees, share their knowledge, give opportunity in making decisions at an organizational level (Hussain et al., 2018). A leader who leads change should not only be doing it in theory but their actions and interactions should demonstrate that they are intentional about achieving what they have set out to be the new norm. Leadership should lead with consistency. The results below in Figure 25 below illustrates the participants perception of leader led organisational change. 62.5% believe the company leadership (strategy authors) live authentically by organisational new values. More than 75% say their managers are supportive of the changes. This suggests the leadership demonstrates the new values of the organisation by living them and they are favour the changes.

Table 2: Organisational change variables and questions -: Organisational Change: Leader led

Organisational Change	**Survey Questions**	
Leader lead org change	22. My manager is/was supportive of changes.	29. Do you believe the company leadership (Strategy authors) live authentically by the organisational values?

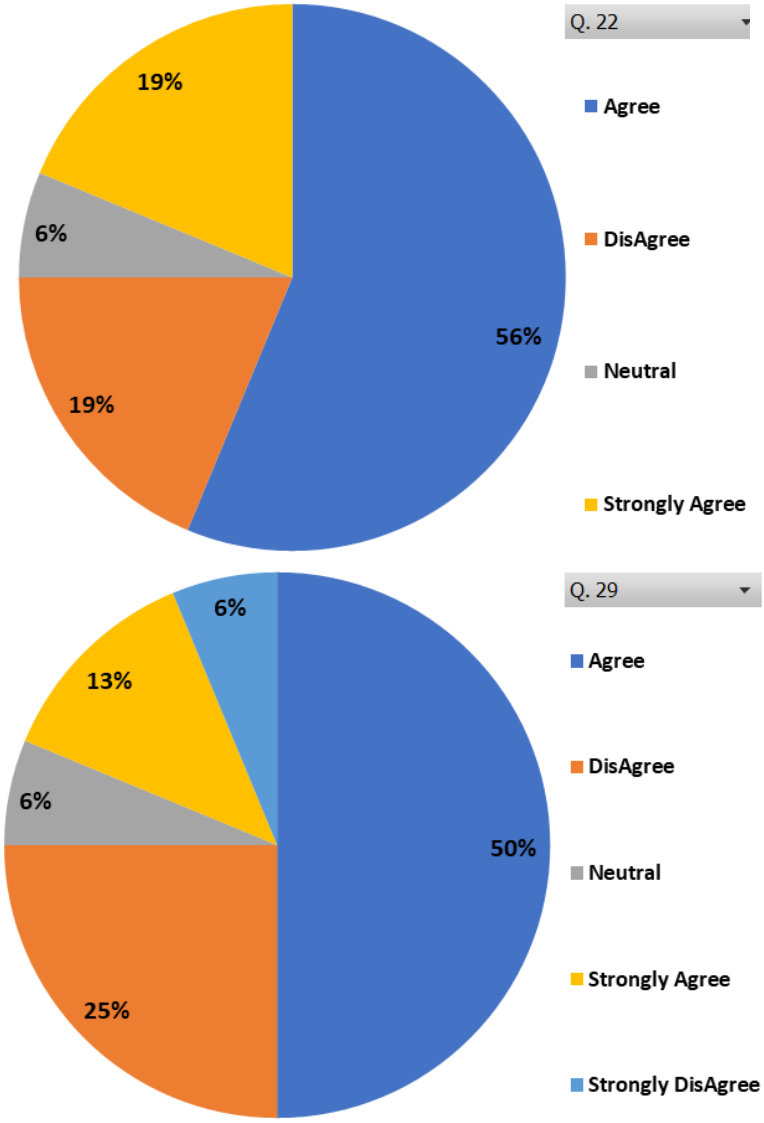


Figure 25: Leadership of Organisational Change

5.8.2. Change at individual level results

In this section, the researcher wanted to determine if there were changes on an individual level and if any changes occurred, what was the level of comfort that each individual experienced about the knowledge of imminent changes and how they changes were communicated to them. The questions would also assist in determining the level of comfort in their workplace, their ability to execute what is expected of them and the support they would get to ensure they execute as expected. The questions were probing whether the participants understood their opportunity(ies) for growth within the organisation and if there was an open feedback between them and their line managers about performance feedback and that they know how their performance is measured.

The individual must understand and agree to the identified gaps in relation to their current performance, processes and the expected outcome. Motivation to work and maintain a balance between personal investments and contributions, and benefits and rewards, is based on social comparison and the experience of fairness (Flakke, 2008, p.11). Some questions made a comparison of their benefits before and after the change and their span of control. Robbins, S, P & Judge. T (2013) argue that an organisation with a higher span of control tends to have few levels of hierarchy than ones with lower span of control and as a result have a lesser number of managers (p.484). Robbins, S, P & Judge. T (2013) say the wider/larger span of control system is cost efficient however employee performance is likely to suffer and in the narrow span of control managers are expensive to maintain and have complex communication channels and slow down decision making (p.485).

The HR policies (staffing, training, compensation, performance appraisals, career management, recruiting, etc.) send messages to the employees as to what behaviours are considered desirable and, hence, they determine the shared practices which define, according to Hofstede, the organization's culture (Cabrera, Cabrera and Barajas, 2008, p. 249).

Table 7 below shows questions to determine changes at an individual level.

Table 7: Change at individual level

a) Change at individual level		55. The organisational changes made have given me autonomy in the workplace.
***development, performance, feedback**	32. My role changed post acquisition. 33. My job scope increased post acquisition. 34. My job scope decreased post acquisition. 35. My span of control increased post acquisition. 36. My span of control decreased post acquisition.	54. I can /could be authentic whilst at work and don't have to pretend to be someone I'm not. 53. I am/was at ease and comfortable when I'm around others at work – regardless of their title, position, or stature. 52. I understand / understood and like(d) the performance appraisal system in the company. 51. I have/had a clear understanding of your career or promotion path? 50. The changes in the organisation provide/d positive prospects for career growth for me.
*** Knowledge**	I am/was comfortable giving upwards feedback to my supervisor.	42. I agree with the number of hours I work in a day
***feelings, facts, experiences & understanding**	13. I believe organizational change is good for the business. 25. I am/was aware of how changes are going to affect me. 20. I have been told how changes will directly affect my team.	37. I am/was paid fairly for the contributions I made to my company. 38. My employee benefits changed post acquisition. 39. My employee benefits are better than previously were.

Figure 26 illustrates that 81% of respondents (agree and strongly agree) were aware of how the changes would affect them and 81% respondents (agree and strongly agree) were told how the changes would directly affect their teams. This shows there was communication about the eminent changes.

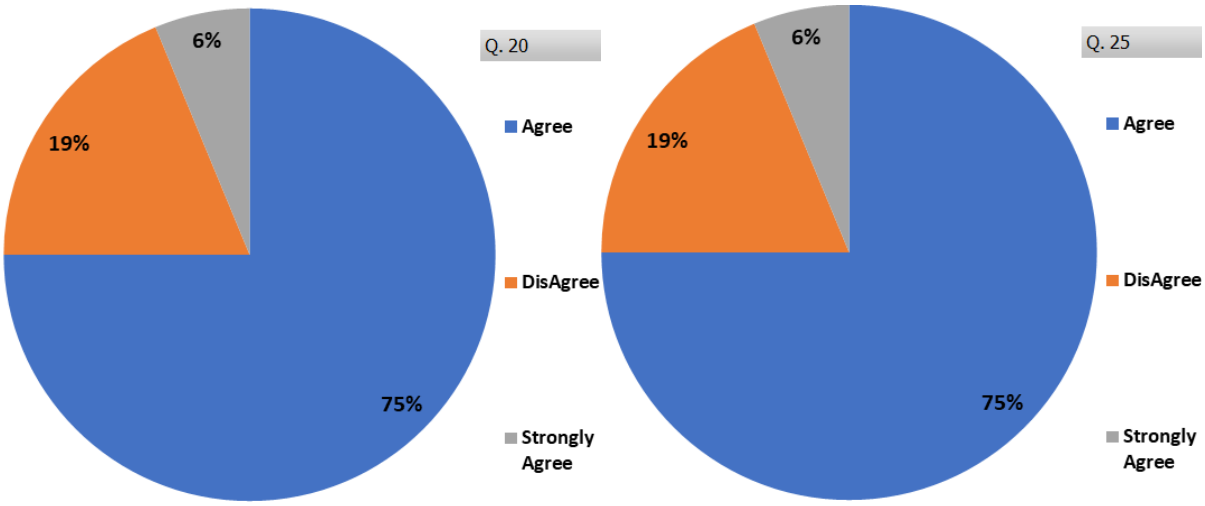


Figure 26: Knowledge about changes on self and team

Most respondents (69%) agree and strongly agree their benefits have changed since the acquisition and 76% (agree and disagree – Q.39) say their benefits are not better than before as depicted on Figure 27. This suggests that the changes that have been made to the benefits of the respondents were not welcomed or affected the respondents negatively.

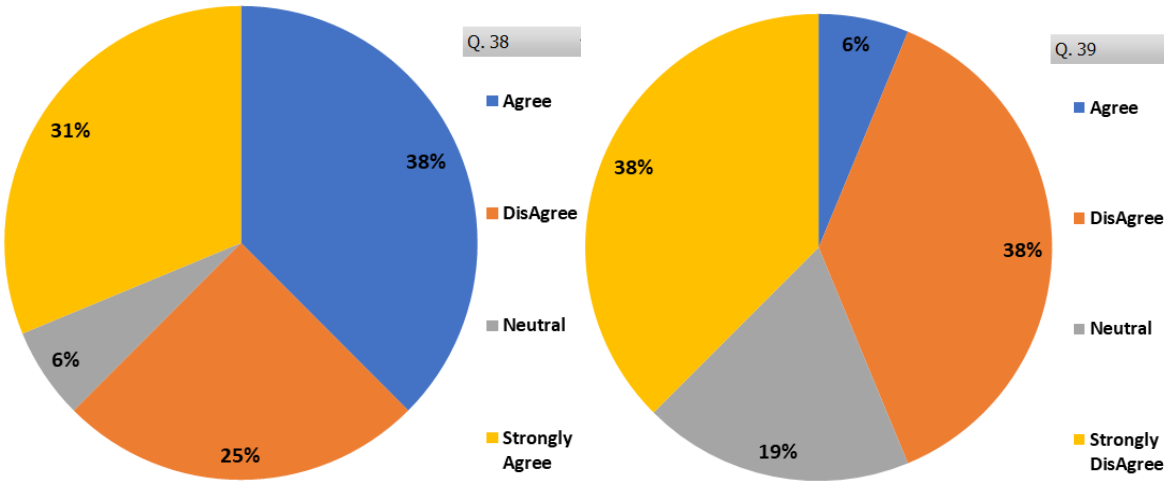


Figure 27: Change in employee benefits

Figure 28 shows that 62% respondents agree and strongly agree that their roles changed post the acquisition as 69% agree and strongly agree that their job scope increased and 50% agrees and strongly agree that their span of control has increased. This therefore suggests that there were changes on the respondents job roles.

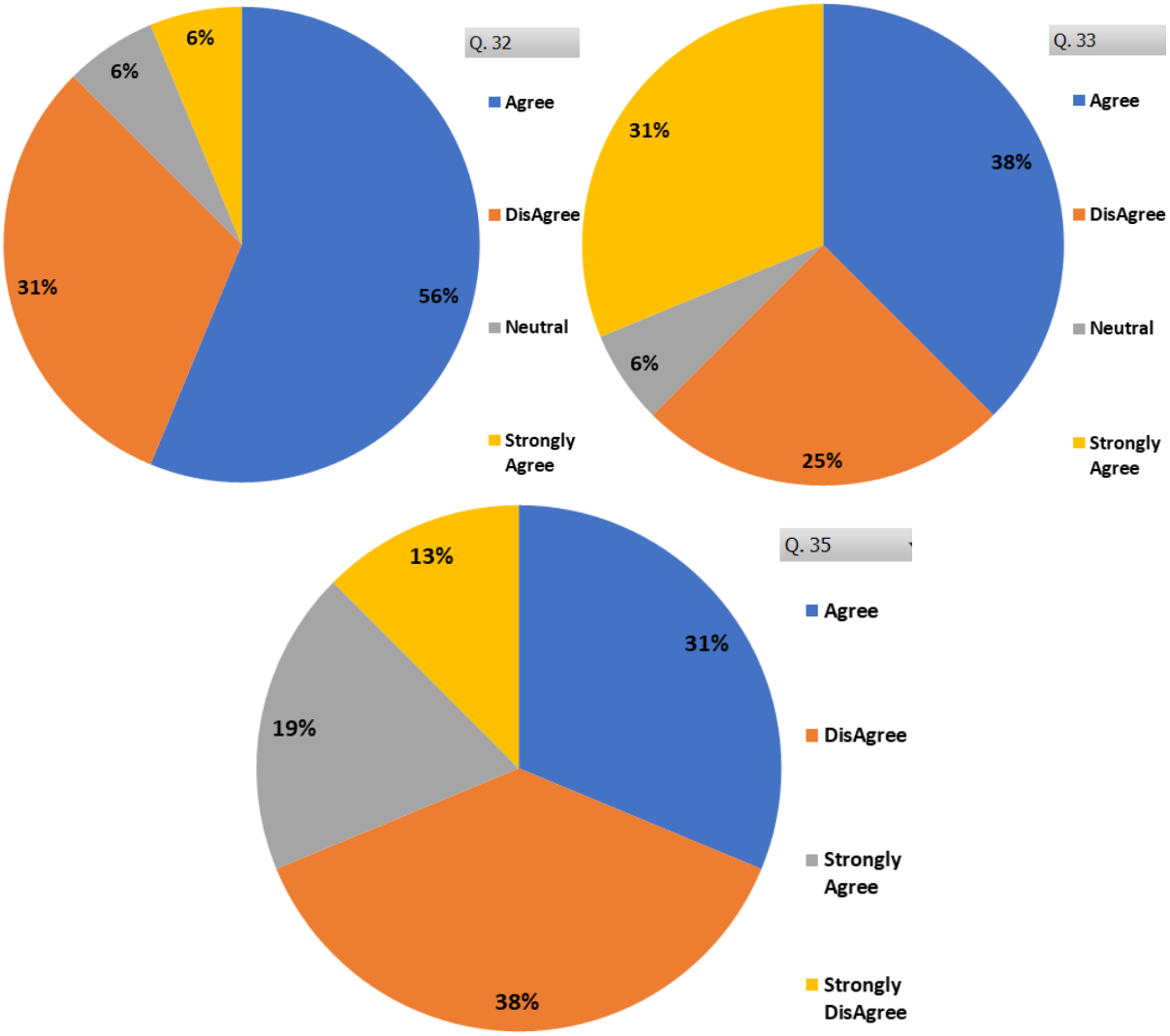


Figure 28: Job changes that occurred

Most respondents believe the changes provided them with positive aspects for career growth and they understood their career and promotion path as illustrated in Figure 29. This suggests that the respondents are aware of the requirements necessary to fulfil for career progression in the organisation.

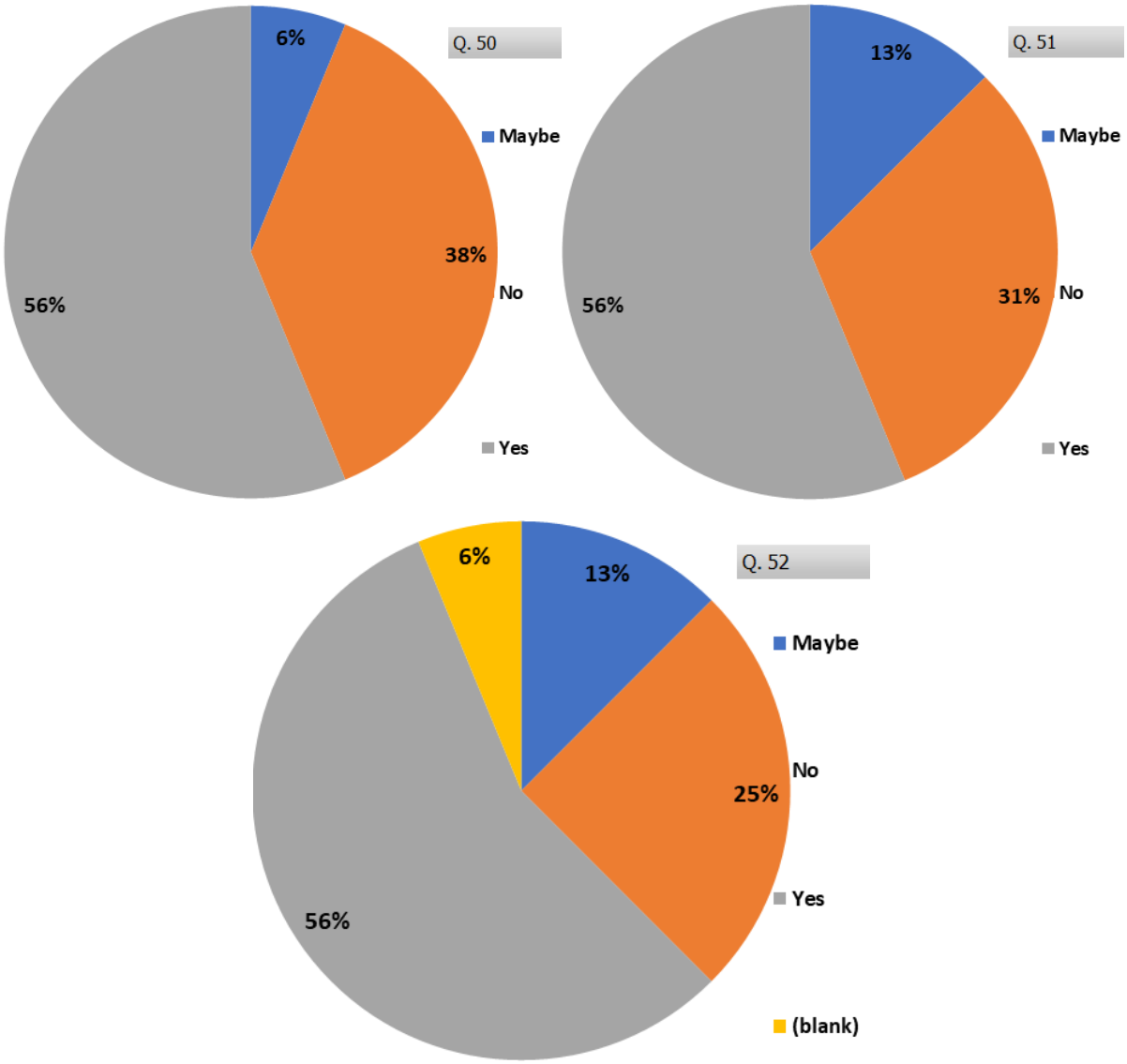


Figure 29: Career path and growth

Some of the most fundamental changes that happen at this level are those also on the structural level. These are job scope changes, role changes and span of control. The survey explored other variables such as working hours, prospects for individual career growth, and others. The results indicate that most of the participants agree that:

- The changes have given them autonomy in the workplace,
- The changes in the organisation provide/d positive prospects for career growth for them.
- They have/had a clear understanding of their career or promotion path.
- They understand / understood and like(d) the performance appraisal system in the company.

- They are at ease and comfortable around others at work – regardless of their title, position, or stature.
- They can /could be authentic whilst at work.

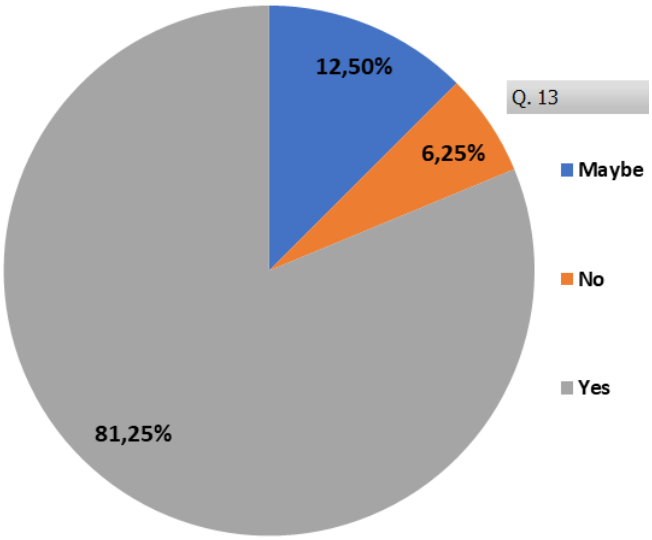


Figure 30: Is organisational change good for the business?

The response to organisational change is dependent on how it affects people at a personal level. The respondents were asked on their views about organisational change. The organisation had a culture of continuously evolving and as such, change was a rather constant phenomenon. Figure 30 illustrates that the majority (more than 81%) of the participants believe organisational change is good for the business. This informs us of the agile nature of the organisation (pre-acquisition) and probably in the sector it operates.

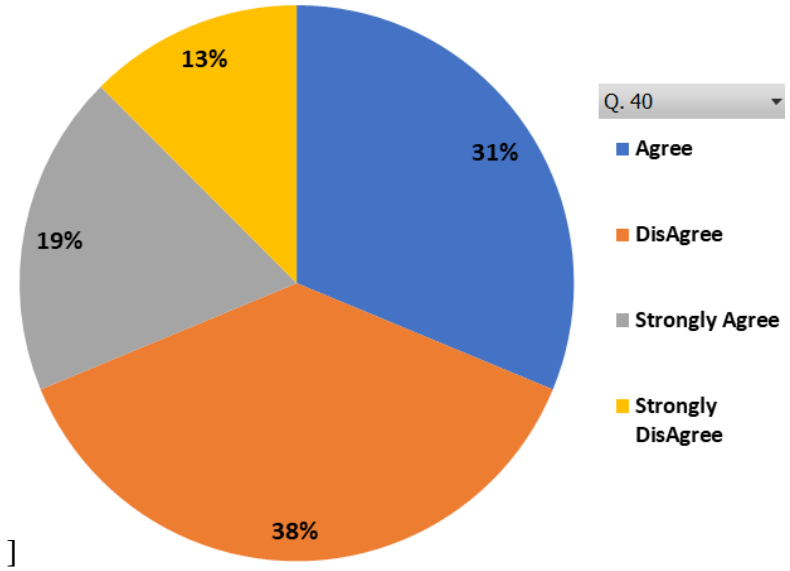
5.8.3. Change at Group level results

Organisational change refers to the alteration of structural relationships and roles of people in the organization (Sindhuja, 2018). Organizations survive, grow or decay depending upon the changing behaviour of the employees.

Relationships play a vital role in the livelihood of employees as these are the foundation for goal alignment and achievement and they nurture an enabling and cordial environment to achieve goals as a by-product of the pearl chain effect (a series of events that are related to each other that each one initiates the next)employees have on each other's output. Relationships influence or are influenced by power dynamics among the people.

The research confirms there is a balanced view of the influence of work relationships with colleagues being a significant factor in their decision to stay or leave the organisation. Figure 31 illustrates that 50% agree and strongly agree whilst the other 50% disagree and strongly disagree that their decision to stay or leave the organisation will be based on the relationships with other colleagues.

b. Change at group level	
*** primary social relationships & support of the individual employee * extent to which a group will work together**	40. Relationships with work colleagues have proved to be a significant factor in my decision to stay or leave the organisation.



]

Figure 31: Change at group level

5.8.4. Change at the larger system results

Questions related to changes at the larger system level considered changes in the organisational processes, the new organisational goals and strategies and the rate at which change is rolled out. In such an instance (post acquisition when the new leadership communicates the change), the system may not necessarily have the luxury of time to do a system-wide readiness and capacity for change check. Perhaps the changes are inspired by instilling a standard practice, look and feel across all operations of the organisation with little or no regard for geographic customisation. This section looked at the aspect of the participants' views or experiences believing and understanding the rationale for change, how the effecting of these changes affected their work-life balance and the effectiveness of the channels of communication that delivered the change message.

Table 2: Organisational change variables and questions – Change at the larger system level

c. Change at the larger system level		
*** organisational process**	16. Organisational change was aligned strategically to organisational goals.	42. I agree with the number of hours I work in a day.
*** strategies and new goals**	19. The reasons for organisational change were clearly communicated.	48. The post- acquisition organisational work- place and amenities are both practical and beautiful.
Intensity or the rate at which the change is rolled out (long hrs worked)	27. There is/was an appropriate level of transparency regarding changes	49. The location of the new workplace is/was within reasonable travelling distance for me.

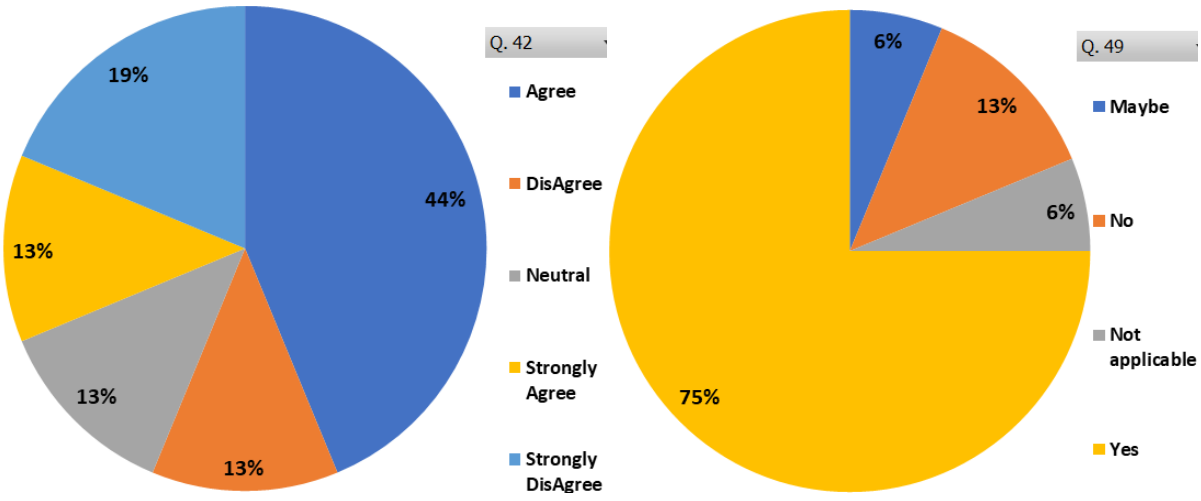


Figure 32: Work life balance

75% of respondents are/were within a reasonable travelling distance of their workplace and 57% respondents agree and strongly agree with the number of hours they work in a day as indicated Figure 32. This suggests that most of the respondents do experience a healthy work life balance.

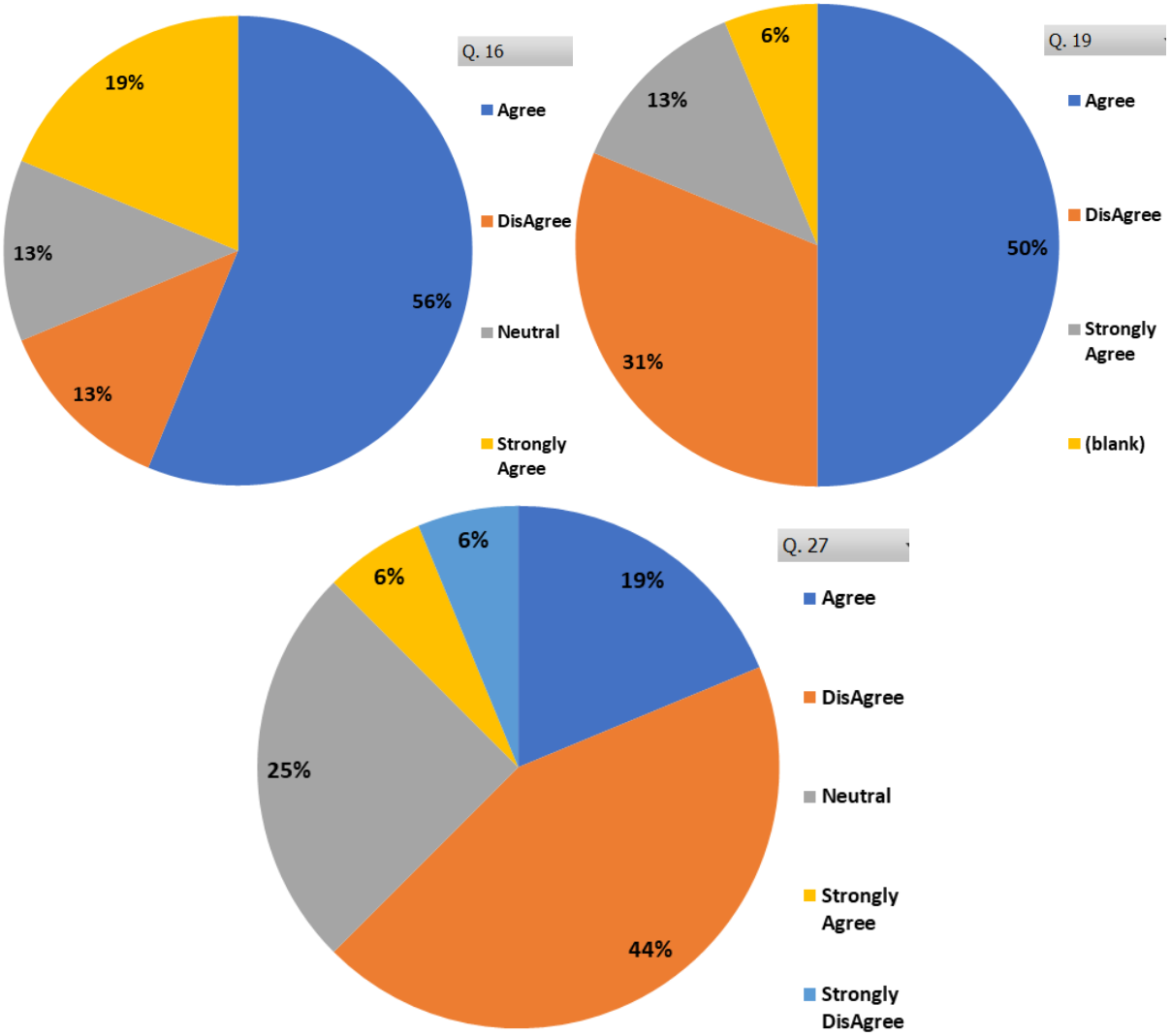


Figure 33: Larger system changes knowledge

Figure 33 illustrates that 63% of respondents agree and strongly agreed there was clear communication of the rationale for organisational change, 50% disagree and strongly disagree there appropriate level of transparency regarding changes and 75% respondents (agree and strongly agree) the change was aligned strategically to organisational goals. This suggests that although there was clear communication, much of it may not have been transparent or not disseminated through efficient channels.

5.8.5. Change in KMS - Operational methods (processes) and technologies/BPR.

The questions asked were presumptuous of KMS changes post acquisition. The research assumed that the participants have the physical and intellectual ability to decipher and execute the new changes by virtue of them being knowledge workers. It assumed the participants can cognitively comprehended the new systems in a shorter period. The questions investigated if the new processes and controls provided the participants a voice in terms of career progression and to see if the participants viewed their contribution valuable to tailoring other new processes and controls.

Table 2: Organisational change variables and questions – Change in KMS

d. Change in KMS - Operational methods (processes) and technologies/BPR.		
exchange of information /planning and control systems	17. Changes in planning and control system/activities of management has increased my enthusiasm on the job. 18. Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss.	56. If organisational changes concerning processes and/or procedures is/were not efficient, they can easily be corrected.

Figure 34 indicates that 40% of the respondents disagree and strongly disagree that the new KMS have increased their enthusiasm on the job and only 33% agree. 37.5% may have not yet explored opportunities to discuss and negotiate job and personal goals with their managers while 43.8% had/have opportunities to discuss and negotiate job and personal goals with their managers. 50% believe the system is flexible enough to alter KMS that are not efficient. This suggests that there are changes made in the existing KMS and some respondents have had to align their work deliverable and goals to the new standards.

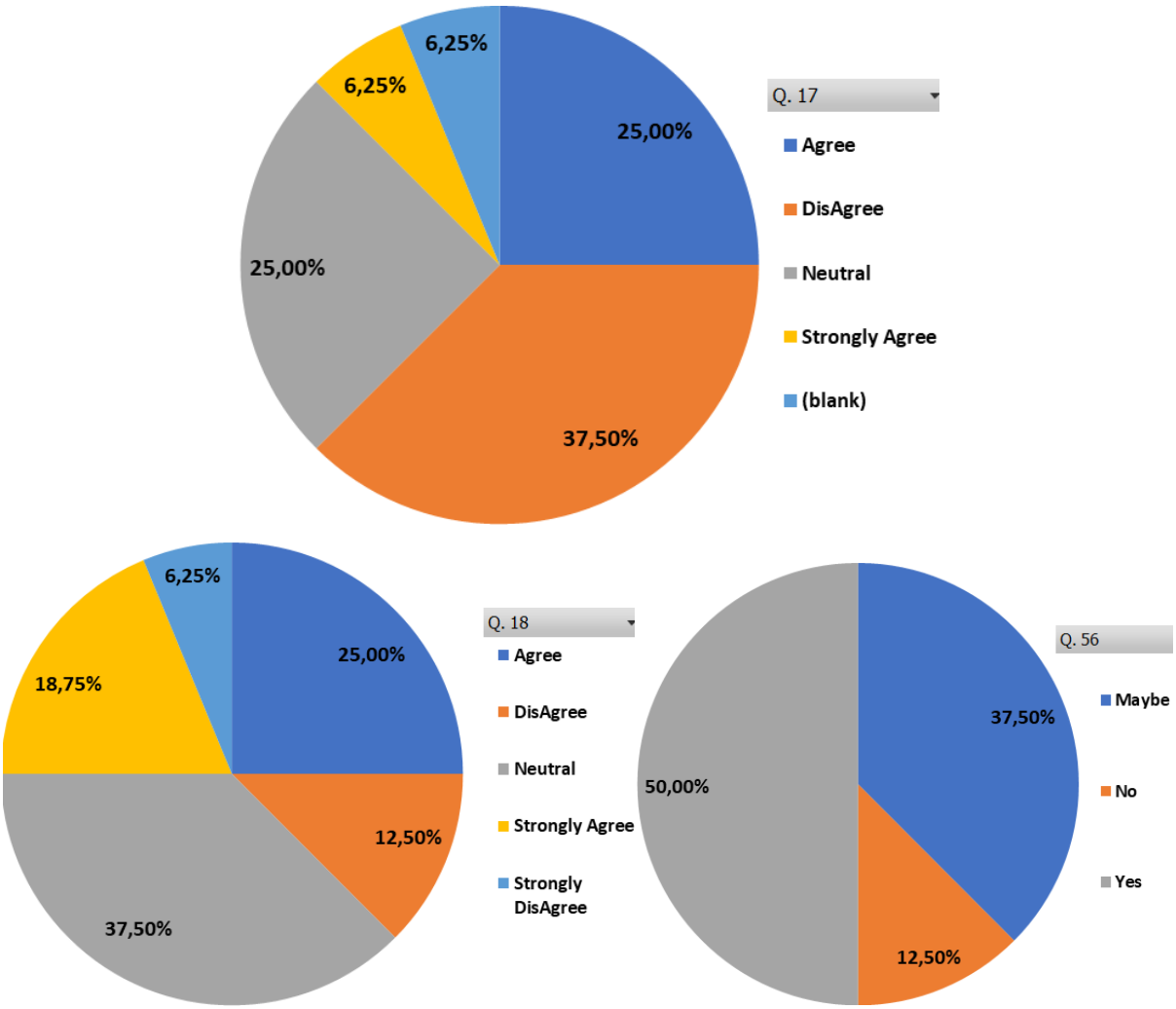


Figure 34: Business Processes Reengineering (BPR)

5.8.6. Organisational structure changes

Organisational structure changes experienced in the job roles, span of control, job scope and role necessity were looked at. The research examined the people-centric changes that occurred, in the form of changes to roles and responsibilities. People like purposeful change and communicating the value of the change is essential. Mergers and acquisitions are the most common cause of structural change. Structural changes involve major shifts in the management hierarchy, team organization, and the responsibilities attributed to different departments, employees, or teams (Sharma, 2020). These changes often directly affect most, if not all, employees.

Table 8: Organisational change variables and questions - Structure changes

e. Change in Structure		
Role change	12. Did your role change post the acquisition?	33. My job scope increased post acquisition.
Role necessity	14. Management communicated the new goals of the company	34. My job scope decreased post acquisition.
Job scope	20. I have been told how changes will directly affect my team.	35. My span of control increased post acquisition.
Span of control	32. My role changed post acquisition.	36. My span of control decreased post acquisition.

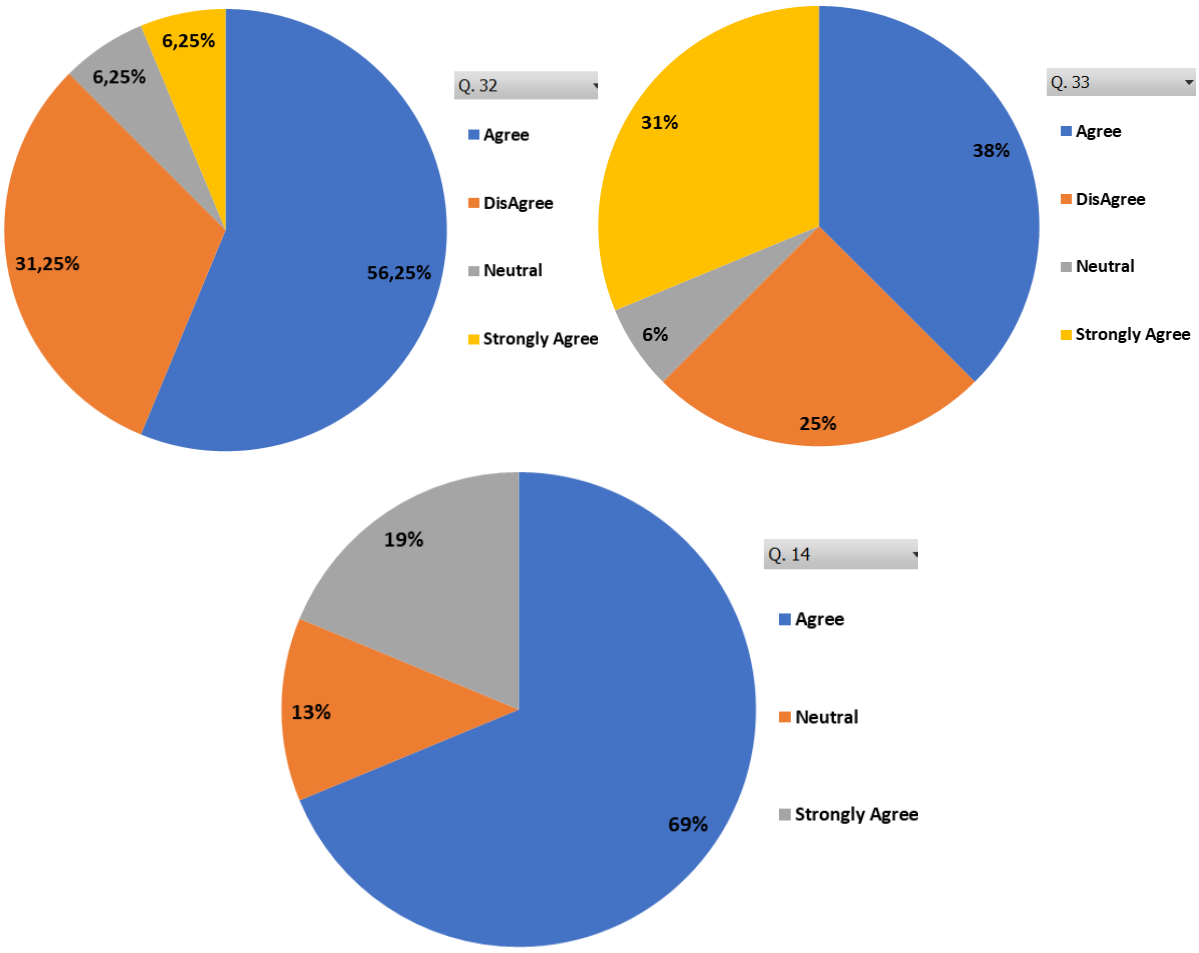


Figure 35: What changed?

Figure 35 depicts that 62.5% of respondents assert their roles changed post the acquisition, 68.8% agree their job scope increases and 50% say increased post the acquisition. 87.6% assert that management communicated new goals to them and 81.2% agree they were told how these changes would affect their teams. The research does illustrate there were changes in the hard elements (strategy, structure and systems).

5.8.7. Managed Organisational Change reflections

Table 9: Managed organisational change questions

Literature Notes	Survey Questions
Purpose: People are goal-oriented and are "pulled" along by a sense of purpose, desire, value.	25. I am/was aware of how changes are going to affect me.
*** person's sense of purpose**	20. I have been told how changes will directly affect my team.
*** impact of change on individual *I believe(d) the organisation values employee wellbeing.**	22. My manager is/was supportive of changes. 31. My role is/was necessary to achieve new goals. 41. I feel valued at work.
Identity: People need a sense of personal integrity	23. My manager takes/took my feedback seriously. 24. My anxiety of my manager is/was high. 43. My achievements on the job are recognised by the organisation.
Mastery: Survival depends on one's ability to manage oneself and the environment effectively	21. I feel/ felt confident about my role in delivering change in the organisation.
*** skill gaps**	30. Employee competence is important determinant of reputation.
Employee Involvement	28. I am/was comfortable giving upwards feedback to my supervisor.

On the **purpose**: People are goal-oriented and are "pulled" along by a sense of purpose, desire, value, person's sense of purpose, understand the impact of change on individual. In Figure 36 below it is demonstrated that all participants (current and former employees) believe their roles were necessary to achieve new goals. More than 80% agree they had been told how the changes would affect their teams. The perception of the respondents of how they are valued at work is almost shared equitably between those who are neutral and those who disagree however, 37.5% concur they are valued at work.

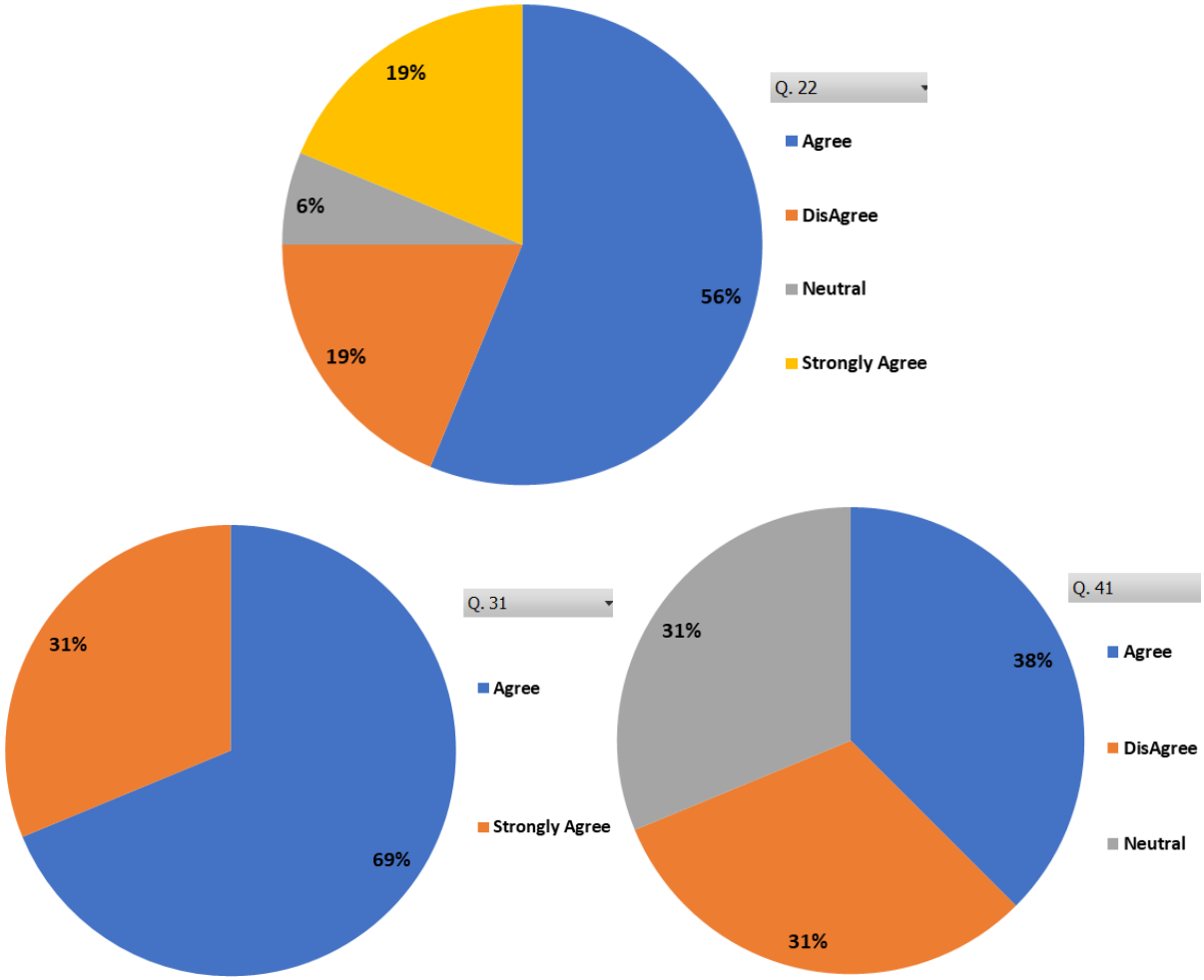


Figure 36: Purpose

Identity: People need a sense of personal integrity and consistency over time. The notion that as an individual or group, employees matter strengthens a sense of identity in and among the people. In general, as revealed in Figure 37 the overall picture presented is one of belief their feedback is valued, recognised and they do not have a significant sense of anxiety of their immediate managers.

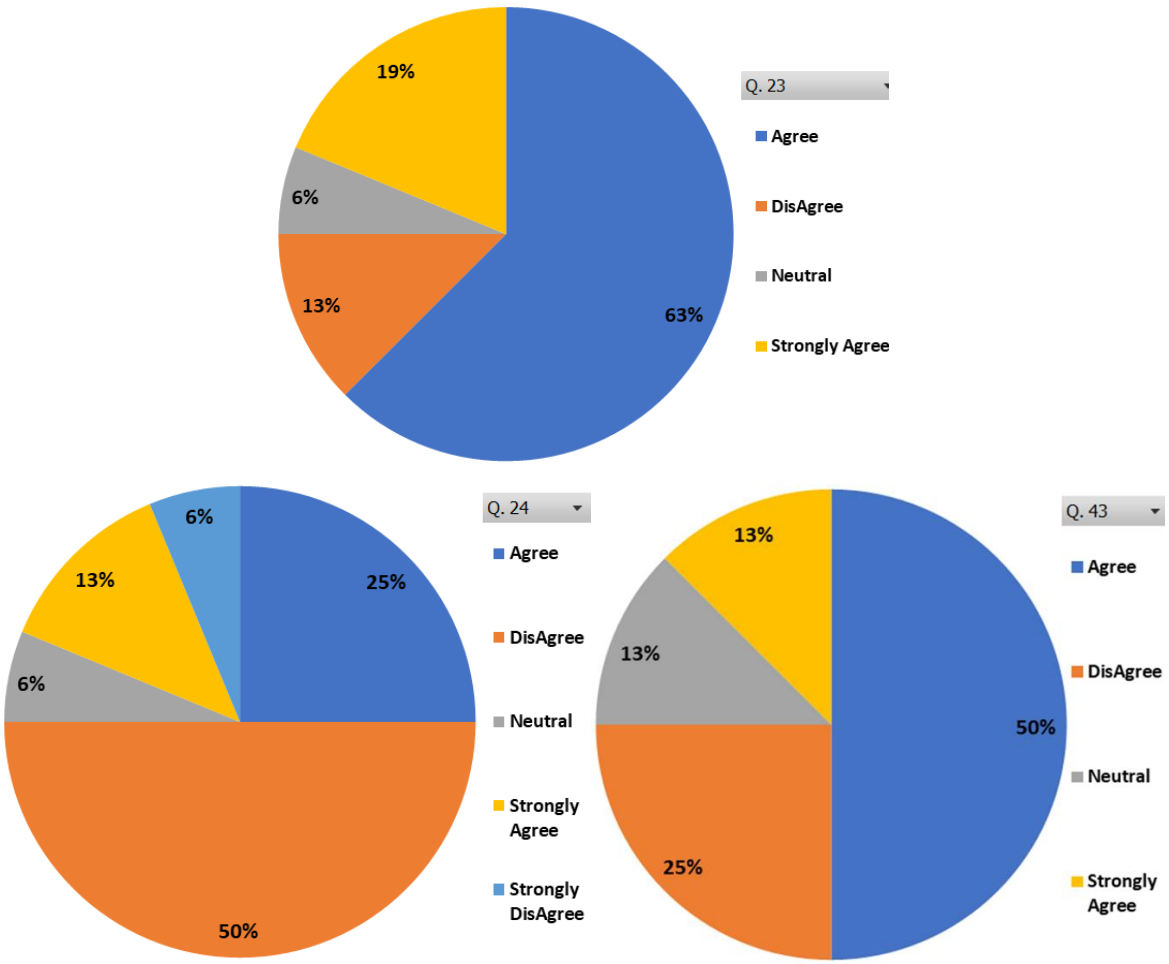


Figure 37: Identity

Mastery: Survival depends on one's ability to manage oneself and the environment effectively. This talks to the willingness and ability to close skills gaps that exist because of the new changes by both the employees and the concerted efforts that will be made by the organisation to assist, support, coach and provide training and resources to achieve desired goals. The organisation must provide targeted learning opportunities and the employees must be involved as Figure 38 indicates. All respondents agree that competence is an important determinant of reputation in the organisation. Whilst the majority (56%) are comfortable giving feedback upwards to management, 31% are not. 56% are confident about their role in delivering change in the organisation.

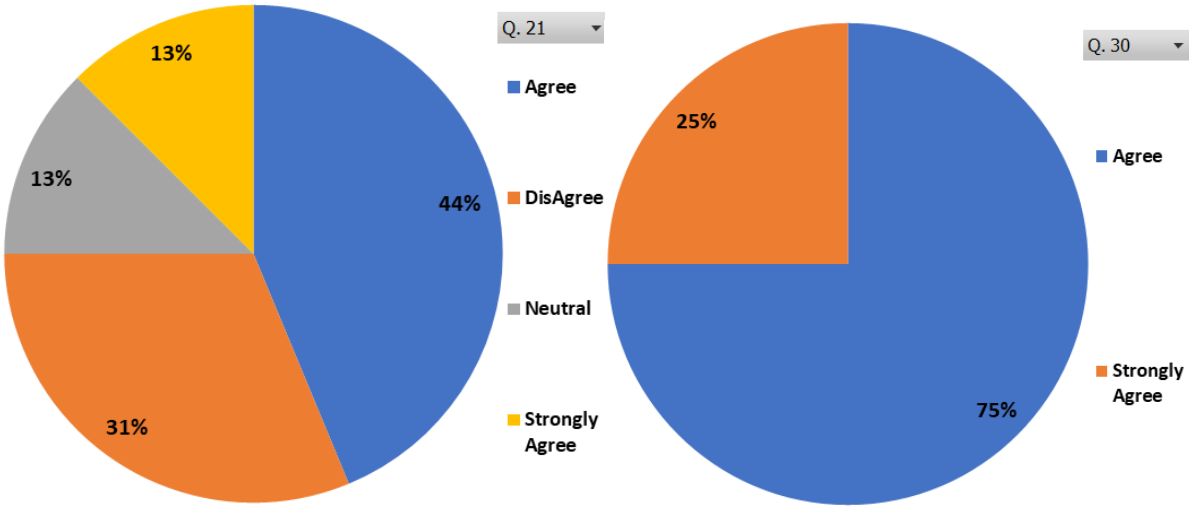


Figure 38: Mastery

The research illustrates that the changes on soft elements happen at individual level or personal mastery level. Soft elements are skills (skills needed), staff (individual personal development plans) and style (leadership style and cultural qualities that will help to achieve goals). The research has demonstrated that the respondents are highly skilled individuals and know what is expected of them as change deliverables.

5.8.8. Change Management Models application

Change management models challenge key assumptions and mitigate risks and can help ensure the project framework is fit for purpose and therefore more likely to lead to the desired changes (University, 2017). The application of these models assists organisations in supporting their employees with resources to achieve the desired change and also monitor progress and process gaps. The discussion of the results is based on average weighting for the questions under each pillar in the models. For example, in the Awareness phase, all the scores of the questions under the awareness pillar are aggregated to give one figure that describes the scoring for this pillar. Josef Prosci's ADKAR Model

The ADKAR change management model assists change management teams to focus on specific objectives and goals and used to show change at the individual level, evaluating staff's response to change, helping employee's conversion through the transition, and generating an action plan for advancement during a change initiative (SlideBazaar, 2017). It has been already established the model suggests the individual successfully changes or executes change when they have gone through or understand the five stages of ADKAR.

Table 10: ADKAR model questions asked

Awareness	***Knowledge***	***Reinforcement***
19. The reasons for organisational change were clearly communicated. 20. I have been told how changes will directly affect my team. 25. I am/was aware of how changes are going to affect me. 27. There is/was an appropriate level of transparency regarding changes.	50. The changes in the organisation provide/d positive prospects for career growth for me. 51. I have/had a clear understanding of your career or promotion path? 52. I understand / understood and like(d) the performance appraisal system in the company. 56. If organisational changes concerning processes and/or procedures is/were not efficient, they can easily be corrected.	23. My manager takes/took my feedback seriously. 28. I am/was comfortable giving upwards feedback to my supervisor. 43. My achievements on the job are recognised by the organisation.
Desire	***Ability***	
13. I believe organizational change is good for the business. 26. The changes made in the organization were necessary. 27. There is/was an appropriate level of transparency regarding changes.	18. Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss. 21. I feel/ felt confident about my role in delivering change in the organisation.	

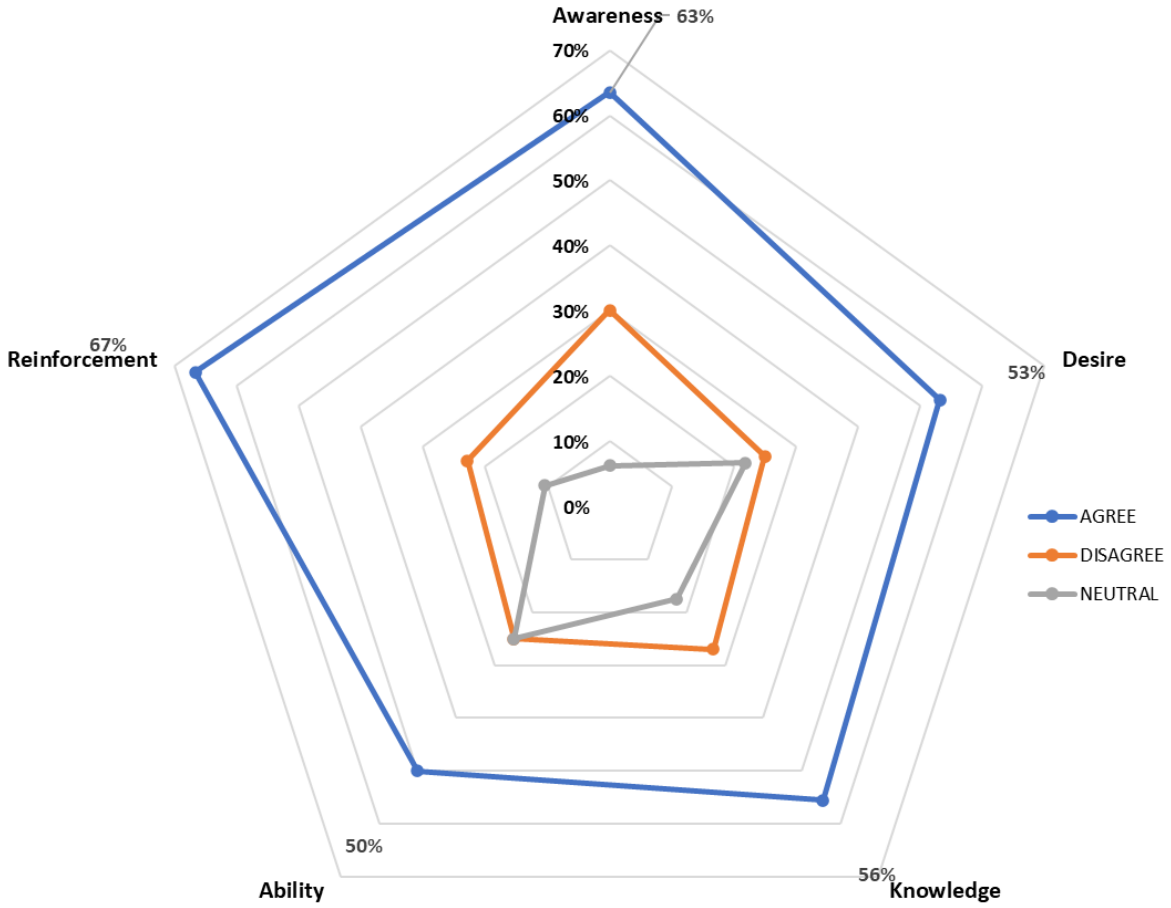


Figure 39: Prosci's ADKAR model responses

Figure 39 demonstrates that respondents agree they have gone through all the stages in the ADKAR model. 63% agree they were made aware of the need for change and how it would impact on them individually or their teams and 30% disagree. Whilst 53% agree they desired to participate and support the change and are not fearful, 25% disagreed and 22% were neutral about this. 56% agree they have the know-how of executing and effect the desired change, 27% disagree 17% are neutral. 50% concur they have the capability to implement the change and achieve the desired performance level whilst 25% both disagrees or are innocuous. 67% of the participants believe there are reinforcements provided or in place to sustain the change whereas, 23% disagrees. Overall, based on the participants' feedback, the majority believe the execution of Reinforcement and Awareness was more than that of the other stages. The agree line (blue), shows an almost perfect pentagon which indicates that the research results are mirroring a balanced Prosci's theory application.

5.8.8.1. Awareness

This stage involves explaining the rationale for change and why do employees have to do things differently.

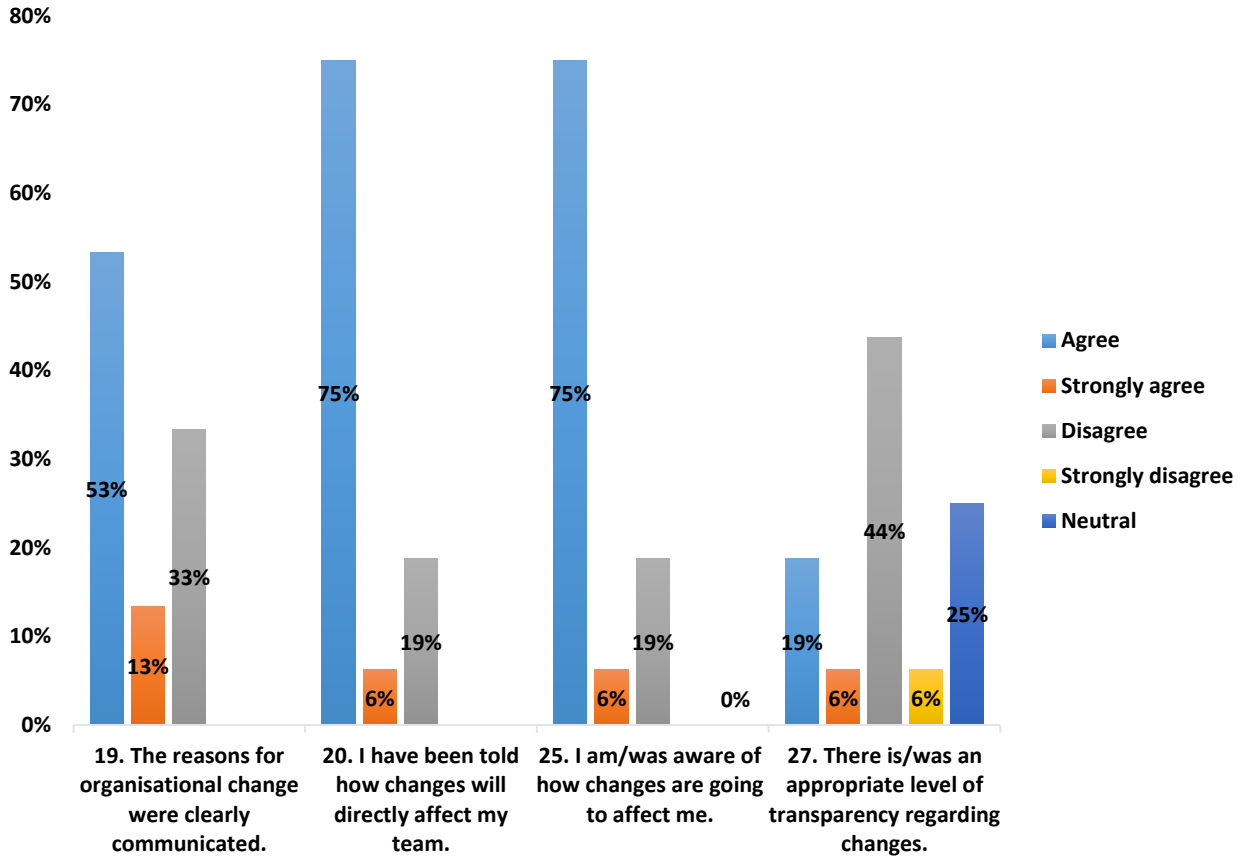


Figure 40: Awareness questions answered

Figure 40 outlines the questions that were asked to demonstrate that participants were made aware of the need for change. The majority of respondents were told and were aware of how the changes were going to affect them and their teams. 66% of the respondents agree and strongly agree the reasons for organisational change were clearly communicated and the majority (50%) disagree and strongly disagree there was an appropriate level of transparency regarding organisational changes. The research suggests that there was awareness done in the organisation about the new changes.

5.8.8.2. Desire

In this stage, the employees self-introspect on why they would want to do things differently.

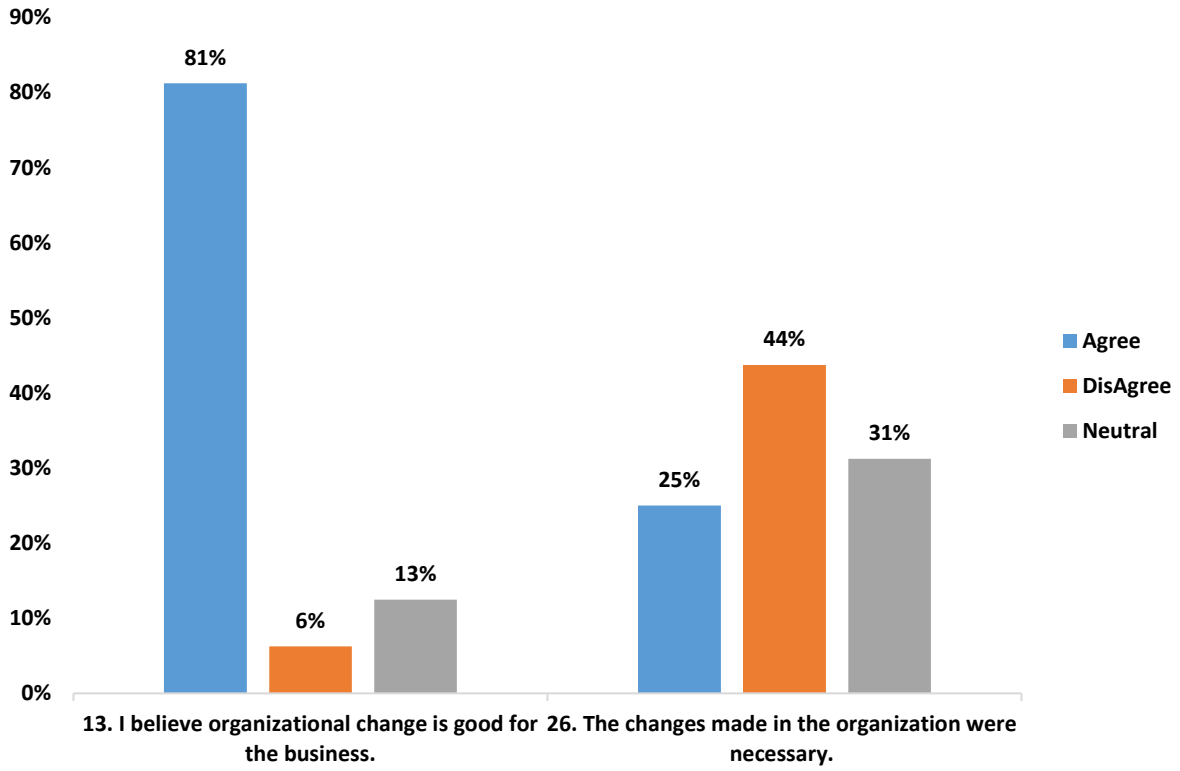


Figure 41: Desire results

The participant's response to questions aligned with their desire to implement the change and participate in its implementation and 81% believe organisational change is good for business however 44% disagree that the changes made in the organisation were necessary as presented in Figure 41. The research confirms the respondents desired for change however may have probably desired they be part of deciding on the necessary changes to be effected.

5.8.8.3. Knowledge

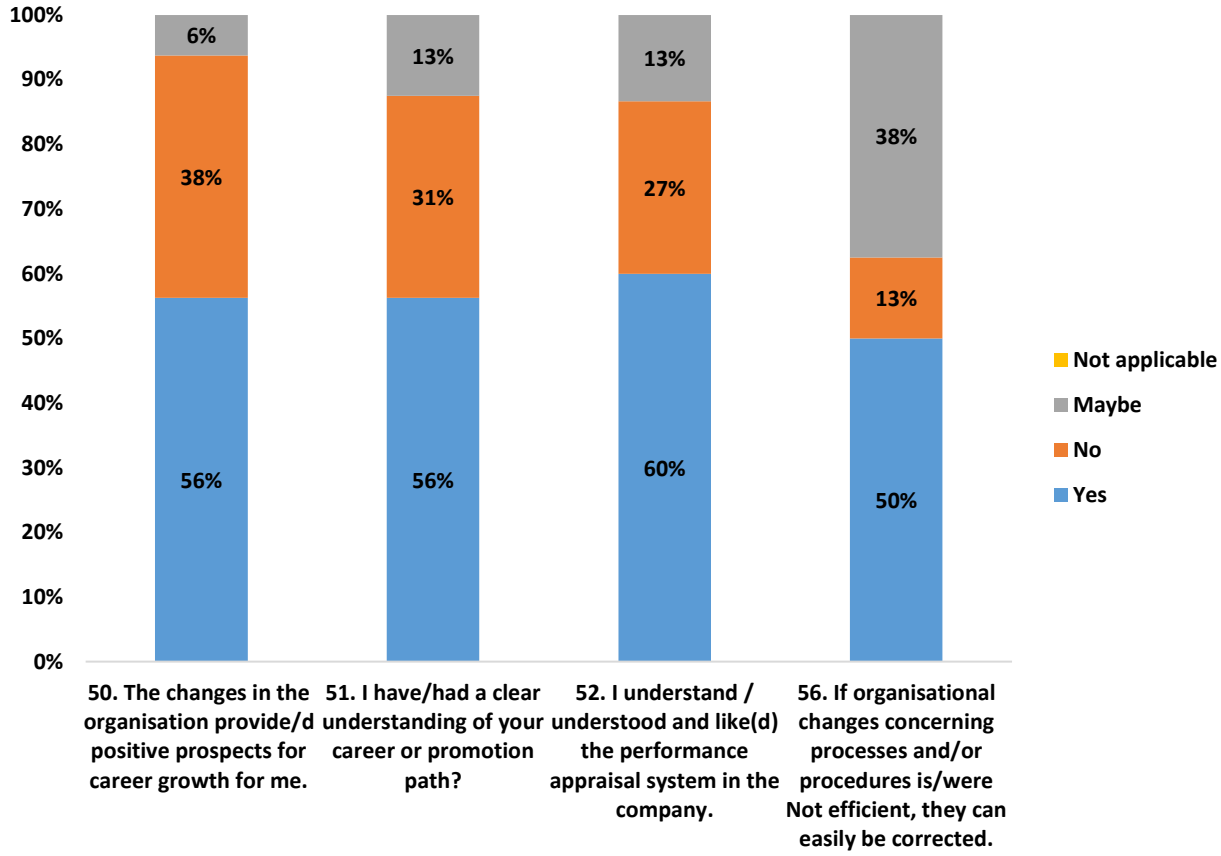


Figure 42: Knowledge responses

Knowledge features in the transition to change in the ADKAR stages. It involves developing the knowledge and training needed to create the change and implementing new skills and behaviour. It is at this stage where targets are set, and existing skills gaps are identified. In setting these, individual employees agree to a career path, identifying opportunities for growth and promotion and how their performance will be appraised in line with the new goals. It also involves feedback from both the employee and organisation as a form of evaluation on the new KMS, its functionality and support in attaining new goals. A score in excess of 50% can be seen for participants responding to questions relating to knowledge. Figure 42 indicates the participants on the new performance appraisal system, their career or promotion path and the organisation's agility in changing the new KMS wherever necessary. Most of the participants agree the changes have brought positive career prospects, understand the new performance appraisal system and the implications for their career path. The majority also agree they are able to influence new KMS if they are not efficient. The research confirms that most respondents understood and knew about the changes.

5.8.8.4. Ability

It involves having the ability to move from current state to the desired state.

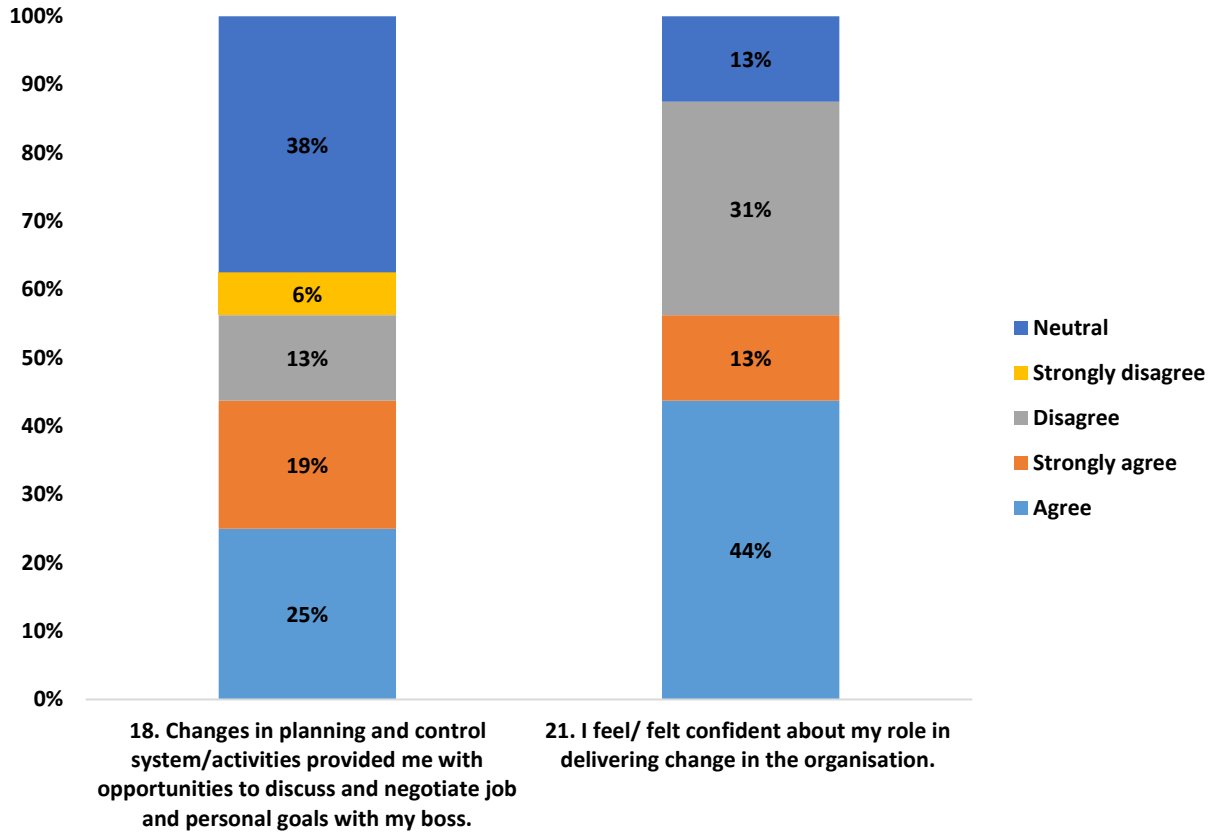


Figure 43: Ability responses

Ability involves successfully adopting and developing the required behaviours and skills. This stage focuses on entrenching new ways of working. This translates to individuals having confidence in competence to perform at the required levels. Figure 43 depicts that 44% of participants agree they had an opportunity to discuss personal goals in line with new goals of the organisation. 19% of participants express this was not so for them. A significant 38% are unbiased. 56% agree they are confident about their role delivering change in the organisation, 31% disagree and 13% are indeterminate. The research demonstrates most of the respondents have the ability to deliver on the new changes.

5.8.8.5. Reinforcement

Reinforcement proactively and intentionally ensure that old behaviours, processes, ways of working or culture don't creep back in as the tendency is for things to return to the way it was once the focus eases off (Stafford, 2020).

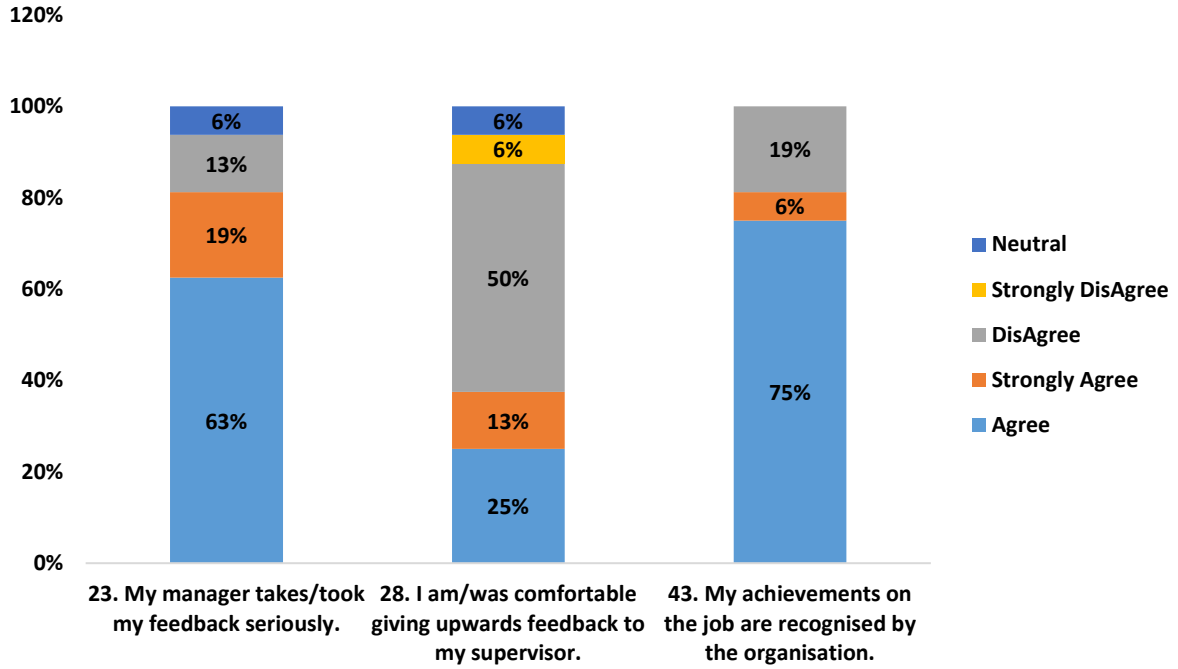


Figure 44: Reinforcement responses

At the core of this is communication, collecting feedback from employees and celebrating and recognising their success. It is also encouraged the rewarding of the attainment of goals or exceeding them. Figure 44 illustrates that 81% of the participants agree their managers took their feedback seriously and 13% disagree. 38% of the participants are comfortable giving feedback and 56% are not. 81% agree their achievements are recognised by the organisation and 19% not. The research suggests that there is communication about new changes and the change message is entrenched, however there is a gap in employees giving upward feedback to their line managers. Perhaps this could be an opportunity that the management considers engaging with employees.

5.8.9. Kurt Lewin's Model

Table 11: Kurt Lewin's model questions employed for the survey

Unfreeze	**Freeze**	**Refreeze**
14. Management communicated the new goals of the company.	18. Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss.	52. I understand / understood and like(d) the performance appraisal system in the company.
22. My manager is/was supportive of changes.	21. I feel/ felt confident about my role in delivering change in the organisation.	56. If organisational changes concerning processes and/or procedures is/were Not efficient, they can easily be corrected.
24. My anxiety of my manager is/was high.	28. I am/was comfortable giving upwards feedback to my supervisor.	
27. There is/was an appropriate level of transparency regarding changes.	43. My achievements on the job are recognised by the organisation.	

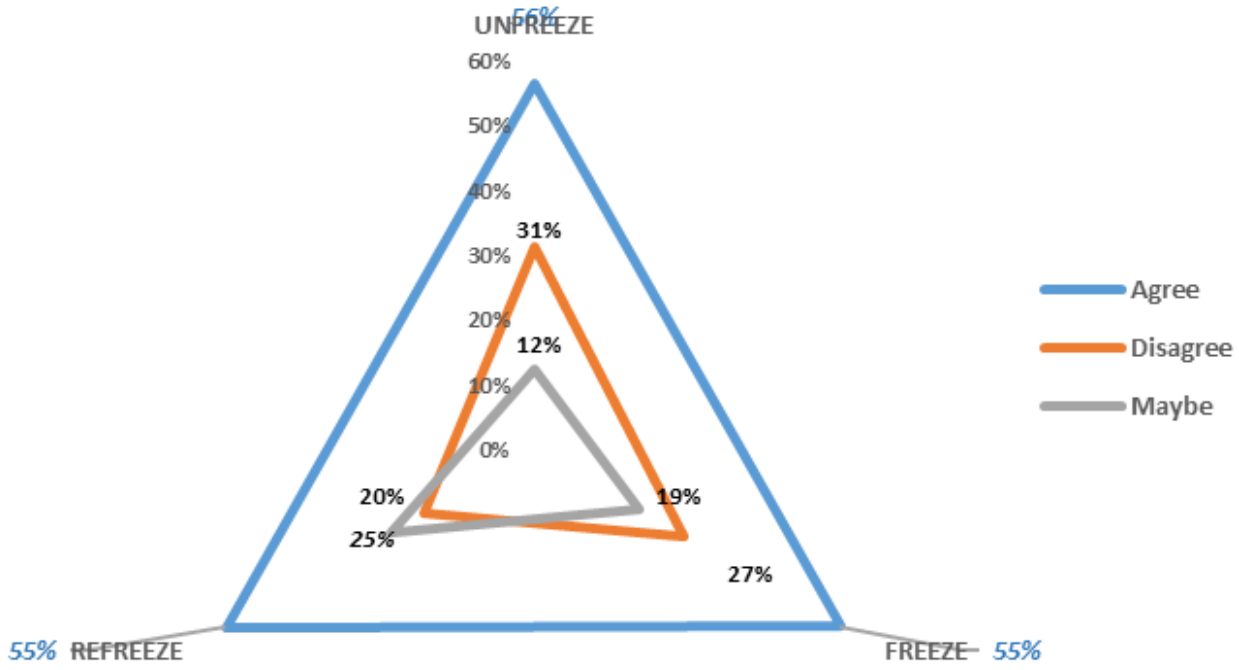


Figure 45: Kurt Lewin's Model results

The test of the model usage based on the survey questions is presented in Figure 45. On average, more than 55% of the participants agree that they have witnessed the roll out of the three stages of change as per Kurt Lewin. 31% of participants do not agree that they have experienced the Unfreeze stage, 27% and 20% disagree with the execution of the Freeze and Refreeze stage respectively. On average, 20% of the participants are indeterminant about the

execution of all stages of change as per Kurt Lewin's model. The agree line on the radar is perfectly balanced confirms the Kurt Lewin's model.

5.8.9.1. Unfreeze

In the Unfreeze stage, employees are engaged and involved in the change, there is strong leadership support, there is knowledge sharing between employees and the management.

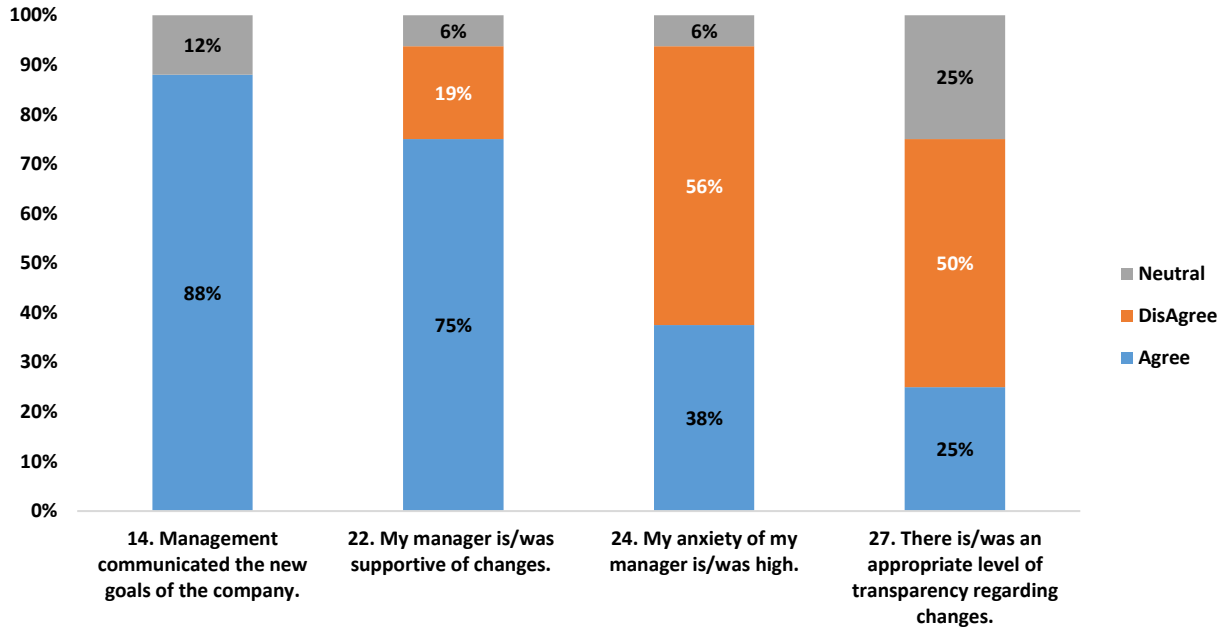


Figure 46: Unfreeze responses

In Figure 46, 88% of the participants expressed the management communicated the new goals of the organisation and only 12% are indeterminant. Whilst 75% of the participants confirm their managers' support of changes, 19% say their managers were not supportive of the changes. The majority of the participants concur there was no transparency regarding changes and only 25% agree there was transparency whilst 25% are indeterminant. Transparency is important to inculcate the trust value and minimise the element of fear in the employees.

5.8.9.2. Freeze

At this stage, the implementation of the desired change is attained through the execution of specific actions. At this stage, regular feedback, praise and encouragement, recognition and empathy, provide adequate resources and training and employee involvement in the process are key.

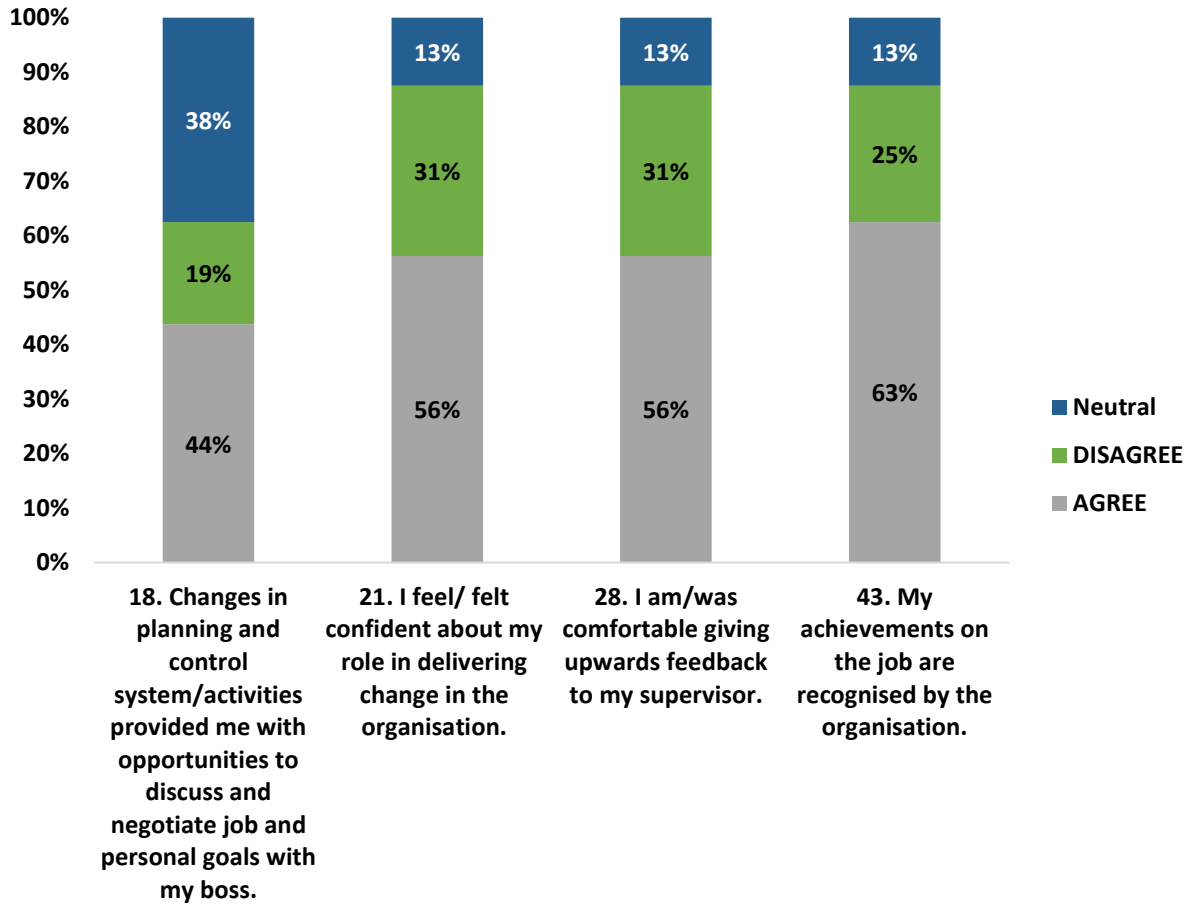


Figure 47: Freeze responses

Figure 47 illustrates the participants views on the freeze stage. The changes in planning and control systems (KMS) provided participants with identification of personal gaps in carrying out their jobs to achieve the new goals and highlights to their managers the resources would be needed for them to achieve these. Employees are therefore involved in discussing and negotiating personal goals. 44% of the participants agree they had opportunity to discuss their personal goals, whereas 19% did not have the opportunity and 38% were indeterminant.

56% are confident their roles can deliver the change and giving upward feedback whilst 31% are not. 63% agree they are recognised for their achievements at work, 13% are indeterminant and 25% allude their achievements are not recognised. Overall, it can be said that the respondents agree that the organisation did go through the freeze stage.

5.8.9.3. Refreeze

At this stage, performance indicators in line with the new goals and ways of working are set. Performance is therefore monitored and evaluated according to these and a reward system is put in place to encourage adherence and sustaining the new order. New operating systems are put in place.

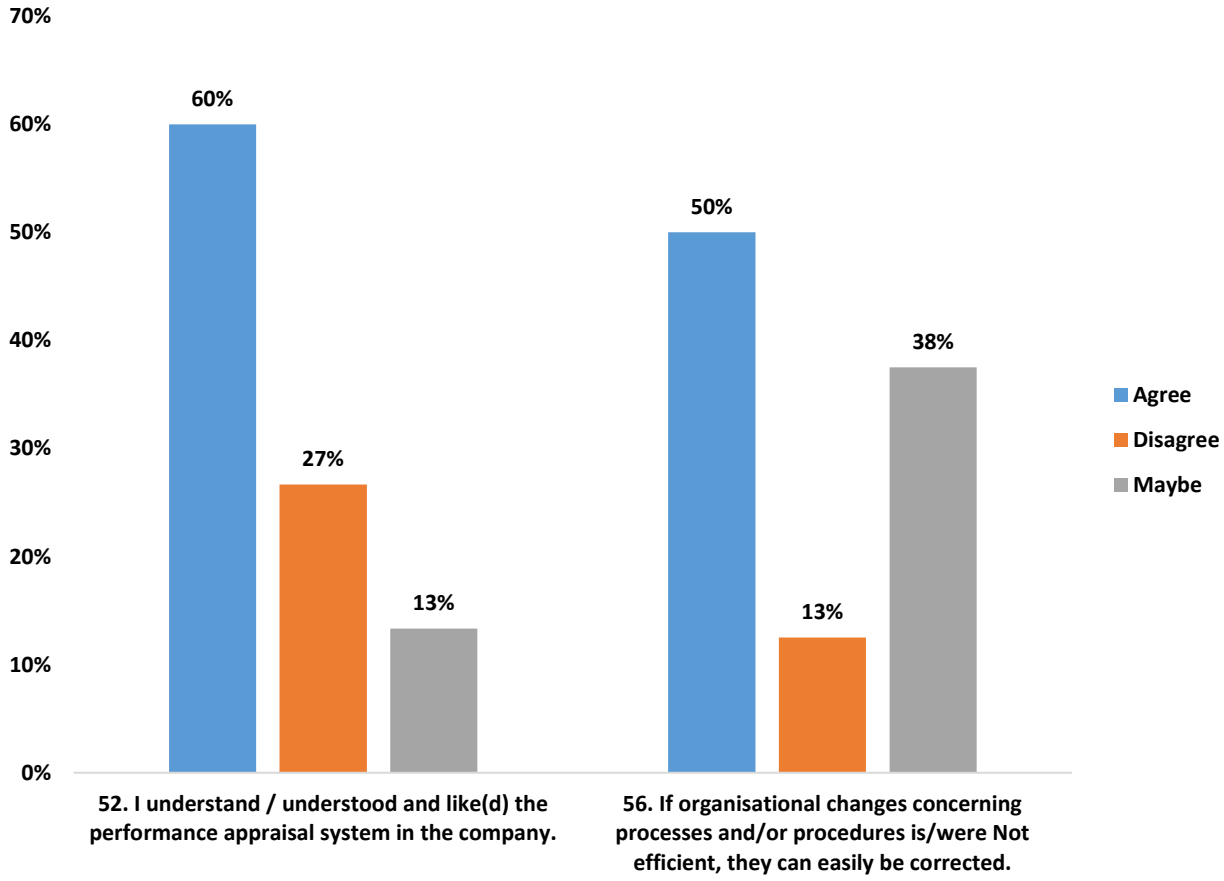


Figure 48: Refreeze responses

Figure 48 demonstrates that 60% of the participants understood and like the performance appraisals system of the organisation while 27% does not, and 13% is indeterminant. 50% of the participants agree they are able to give feedback about improving new KMS, 13% disagree and 38% of participants are indeterminant. These results suggest that the majority of the respondents observed some traits of the refreeze stage.

5.8.10. Organisational culture transformation

Table 12: Organisational culture transformation

f. Organizational culture		
***beliefs, understanding, attitudes**	38. My employee benefits changed post acquisition.	44. I believe the organization values and appreciates its employees for the work they do.
*** incentives, processes and controls**	39. My employee benefits are better than previously were.	58. My morale at work is/was higher since the organisational changes.

Organisational culture transformation refers to the beliefs, understanding, attitudes of the participants and their views on incentives, processes and controls. The quality of a person's work for the organisation is strongly influenced by the organisation's ideology, as experienced by its culture (Branson, 2018). Branson (2018) argues that argues that values alignment is the bedrock of successful organisational change (p.377). Incentives and rewards also influence perceived equity, job attitudes and instrumentality or the link between performance and outcomes (Furnham, 2005, p.319). Figure 49 below illustrates results obtained for the questions asked as per Table 12.

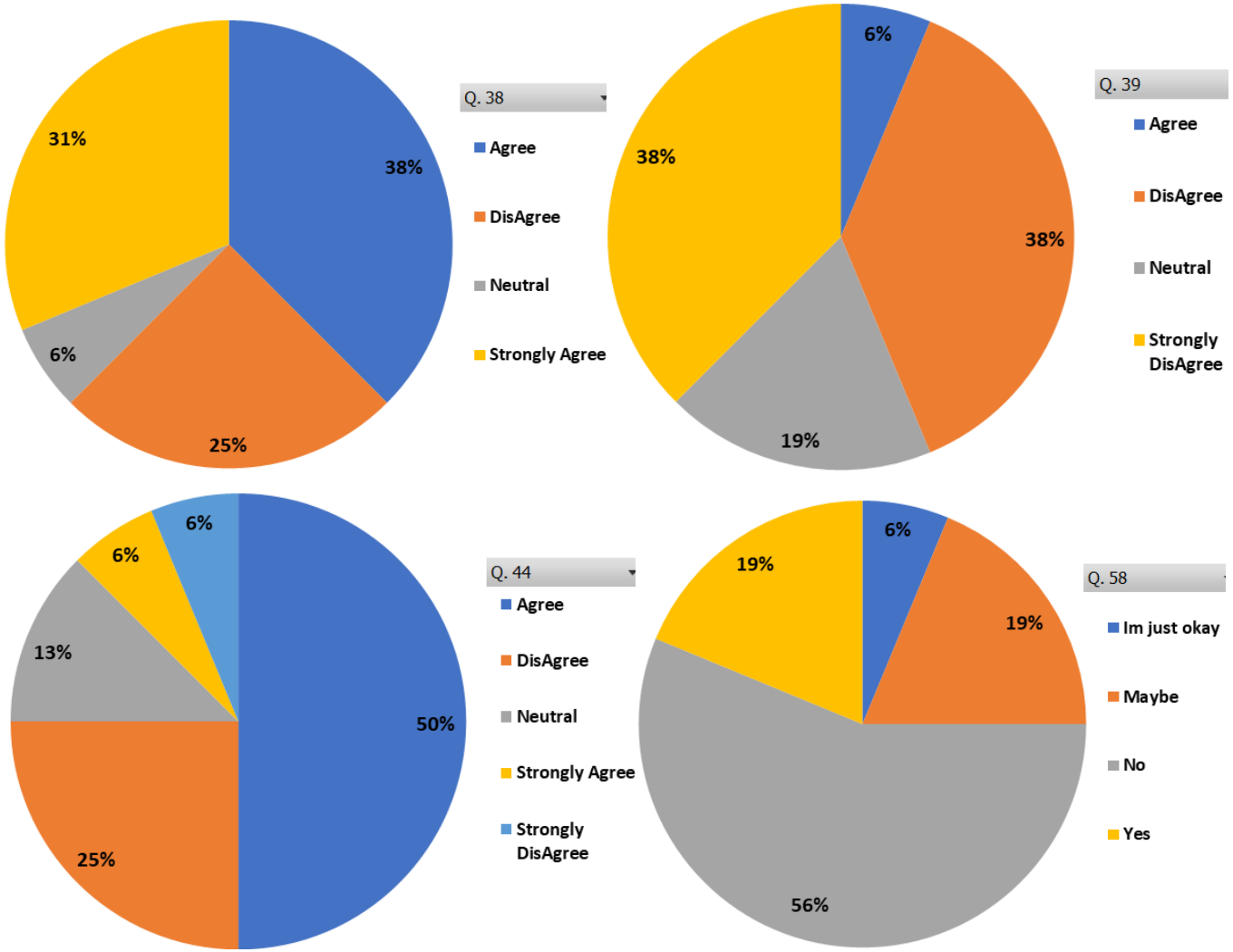


Figure 49: Organisational Transformation

Figure 49 refers, the majority (69%) of the participants agree and strongly agree their employee benefits changed post the acquisition. 75% of them attest their benefits are not better than they were before the acquisition. This influenced the respondents perception of how the organisation views their well-being. 37.5% of the respondents do not believe the organisation values employee well-being and 25% is indecisive on the matter. The indecisiveness of the 25% respondents suggests that they and/or their work environment is fickle. Employee well-being is a part of the psychological contract the employee has with the organisation. One which influences both the input and the output of the individual employee conspicuously. If employees feel under-valued, they are likely to affect the organisation negatively intentionally and unintentionally. The results suggest that there is a gap in alignment between what the organisation expects from the employees and what the employees expect from the organisation. 56.3% state their morale at work is/was not higher since the organisational changes and This suggests that the changes made post the acquisition did not positively affect the morale of most of the respondents.

5.8.10.1. Fusing different management cultures

As previously established participative management, team approach, human relations and job enrichment are some fundamental elements that shape a work culture. The survey explored some of these and the results are illustrated in Figure 50 below.

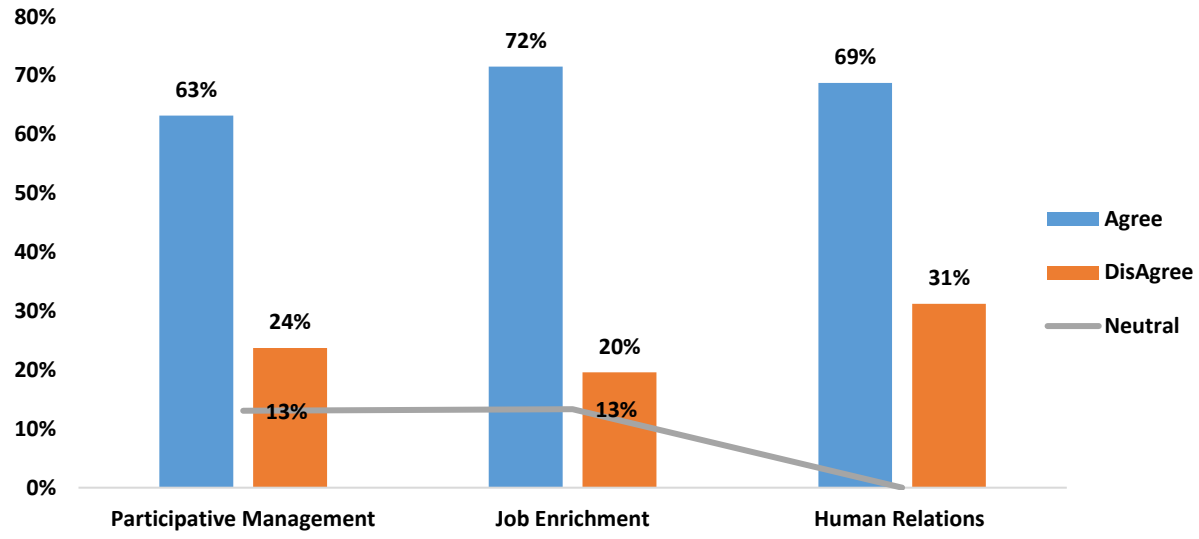


Figure 50: Management across cultures

The participants agree their work culture is largely influenced by job enrichment. The participants are resolute about the impact of human relations on their work culture and no participant was indeterminant. 69% agree human relations are important in shaping a work culture. 72% agree on job enrichment influencing work culture and 13% is indeterminant. 63% have the same opinion about participative management influencing work culture whilst 24% differ. Overall, this suggests that participative management, job enrichment and human relations are inextricable and significantly influence the work culture of an organisation.

5.8.10.2. Participative Management

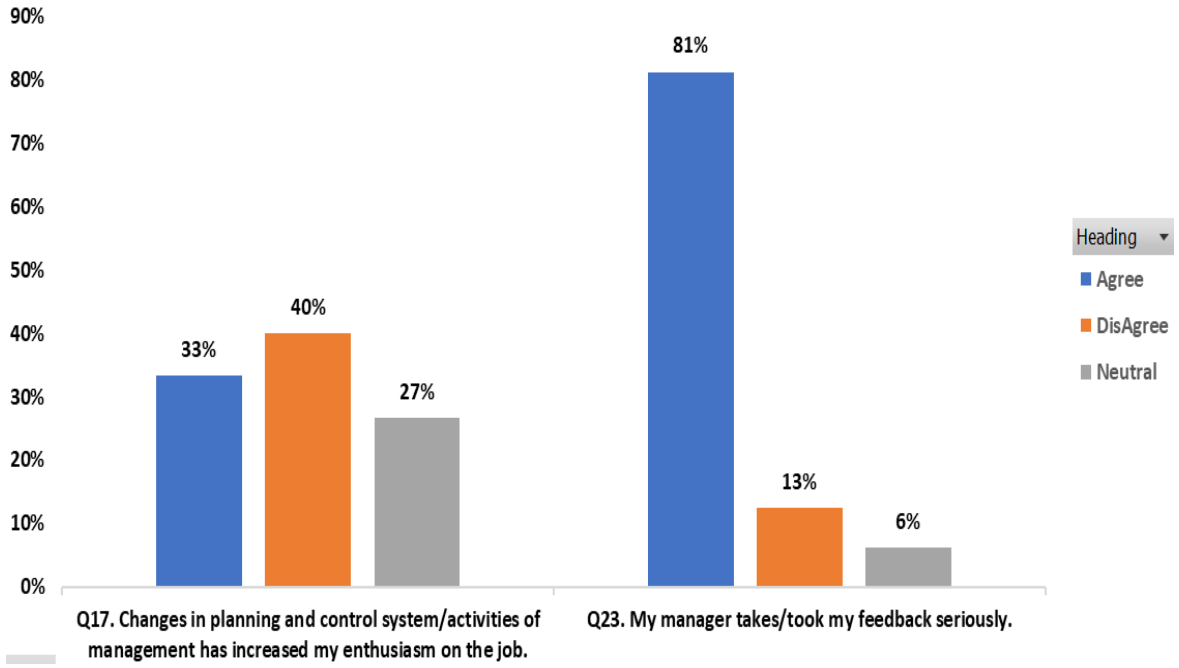


Figure 51: Participative Management

Figure 51 describes the participants' perception of participative management based on their point of reference (i.e. previous organisation), the perception of their ability to influence and how the changes have affected them. Simply state the percentage (81% as per Figure 51) are of the same mind about their input in the organisation being of value and consider themselves taken seriously whilst only 13% disagree. 75% concur that prior to the change, the company encouraged free exchange of information and ideas. A 40% majority are of one mind that changes in KMS and activities of management did not increase their enthusiasm at work whilst 33% say their enthusiasm has increased. The results indicate that most of the respondents participate in their area of influence and however most of the respondents say the changes in control systems did not increase their enthusiasm on their jobs.

5.8.10.3. Job Enrichment

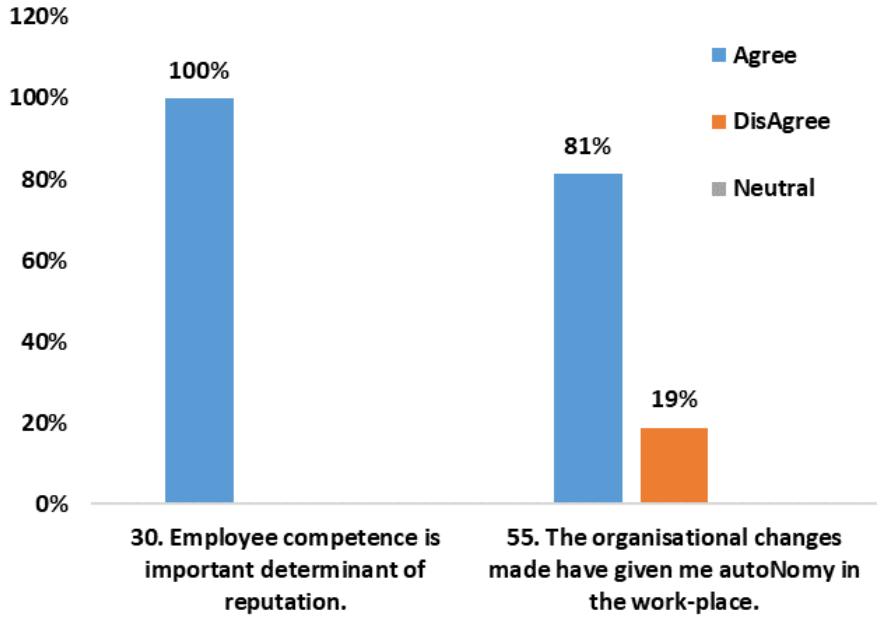


Figure 52: Job enrichment

In Figure 52, it is shown that all employees agree on competence as an important determinant of reputation in the organisation. The majority (80%) say changes have given them autonomy in the workplace. The results demonstrate that most of the respondents agree that they are have job enrichment.

5.8.10.4. Human Relations

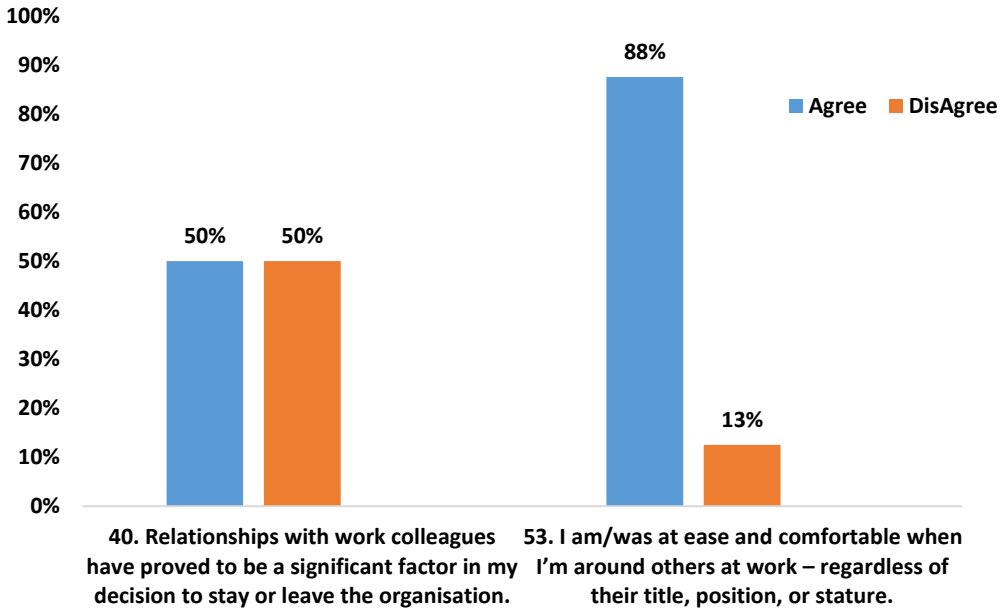


Figure 53: Human Relations

Human relations are a critical part of team effectiveness and collaboration. Figure 53 portrays the comfort of participants with and around their colleagues and how this influences the decision to leave or stay in the organisation. 88% are in accord at being at ease around their colleagues and only 13% are not. A balanced view is given around colleagues relations and the decision to stay in the organisation. This suggests that human relations are of most respondents with their colleagues are good therefore the enjoy operating in a productive workplace.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6. Conclusion

This research confirms that leader led change was welcomed by most participants and necessary in ensuring consistency in the message of change and demonstrates the importance of the change and commitment given by strategy authors. The participants confirm and understand the communication about the changes and how they and their teams' work environment would be affected. The communication about the organisational changes was through their line managers and sometimes viewed as non-transparent however, participants were able to give feedback about changes (especially in the KMS) if they were not efficient and could be corrected or improved.

The following three question(s) that were part of the research helped to identify key responses to research objectives and criteria.

1) Identify the factors that produced change in the organisational culture of Company XYZ post the acquisition.

The research confirmed there was a change in organisational culture. The frequency of indeterminant responses was strikingly or rather, consistently high. Although the change in organisational culture was viewed by most participants (56%) in a positive light, the research found the factors that produced change in organisational culture of Company XYZ post the acquisition are the negative change in employee benefits. These changes affected employee work morale and the perception of participants. In essence, employee satisfaction was compromised, and employee involvement was limited or unsolicited in influencing factors that participants viewed as critical to an accommodative organisational culture

2) Identify the changes in organisational culture that impacted knowledge workers.

In the McKinsey's 7S Framework of Peters and Waterman, they say organisational culture (shared values) is influenced by hard and soft elements (Personio, 2019). The hard elements are the strategy, structure and systems. The research confirms there were changes on the hard elements. The soft elements are skills (skills needed), staff (individual personal development plans) and style (leadership style and cultural qualities that will help to achieve goals). The research has ascertained that participants have the required skills as they are knowledge workers and the majority agree they have a clear understanding of their career and promotion path.

The researcher agrees with Personio (2019) that corporate culture should be created in agreement with the leadership of the company and the employees once they have both formulated a goal that the culture is intended to achieve and they should collectively identify what in the current culture hinders the achievement of the goal. The research found there was an inappropriate level of transparency regarding changes and this seems to suggest the effected changes were as per instruction from the leadership and the wave of change followed a pattern decided by the leadership.

The acquiring company's identified risk was the issue of cultural clash. In the implementation of organisational changes, the research confirmed that participants were implementers of the changes and were not involved in the design of the changes. However, when the new 'change' was ineffective, they were able to suggest changes.

The research confirmed the 'previous' organisation encouraged a free exchange of information and ideas. This suggests the previous organisation was transparent and encouraged participants to be involved in the architecture of change. Although the majority agree that changes were aligned to organisational goals and the reasons thereof were clearly communicated, most of them did not believe the changes were necessary.

Presumably, from the organisation's view, the cultural clash risk could be the leadership style of the new strategy authors. This is demonstrated in the changes brought but not discussed and agreed to by the leadership and shared with employees for implementation, whereas the employees were accustomed to being involved in designing changes that affected their area of responsibility.

Most of the participants believed that organisational change was good for the organisation. These changes were welcomed with 'mixed emotions' as there was an equal percentage of those who disagreed and were neutral about the necessity of the changes. These two groups form most of the responses by participants. The research found the factors that produced change in organisational culture of Company XYZ post the acquisition are the negative change in employee benefits. These changes affected employee work morale negatively and the perception of employees about how the company values them.

3) Examine organisational change in Company XYZ to see if it manifested similarities to Kurt Lewin's and /or Prosci's ADKAR change model

The organisational change was managed, and most employees were confident they could deliver the change. The use of Prosci's model was supported by a considerable number of questions in the questionnaire/survey. This confirmed there was considerable change which happened at individual level for the organisation change to be effected. However, there were some of the fundamentals of Lewin's model in the effecting of change in the organisation that the research could not explore as the changes effected were not discussed with employees.

As the study concentrated on knowledge workers, it found that most view job enrichment as the most important element in shaping work culture. Where human relations were concerned, participants were decisive about their opinions. The research did achieve the intended objectives.

7. Recommendations

It is recommended that future studies on the same topic involving a larger sample, to mitigate issues of bias in the study. If ever possible, also use of the statistics and information gathered during exit interviews and feedback from the employee engagement surveys (that are a litmus test on employee perceptions of the organisation, its leadership and all related subjects) similar to the research survey questions.

It is also recommended that the effectiveness of the Kurt Lewin's change model in transitional change post acquisition be investigated further. In particular, understanding or unpacking the need for change in relation to employee involvement in understanding the gaps identified by strategy authors/ new leadership.

Lastly, it is recommended that further research establishes if there be a need for a designated change management project team that will drive the message of change, employee involvement and engagement and organisational realignment as the organisation goes through different phases of change. Change leaders are identified and could be well briefed and trained to live the desired change.

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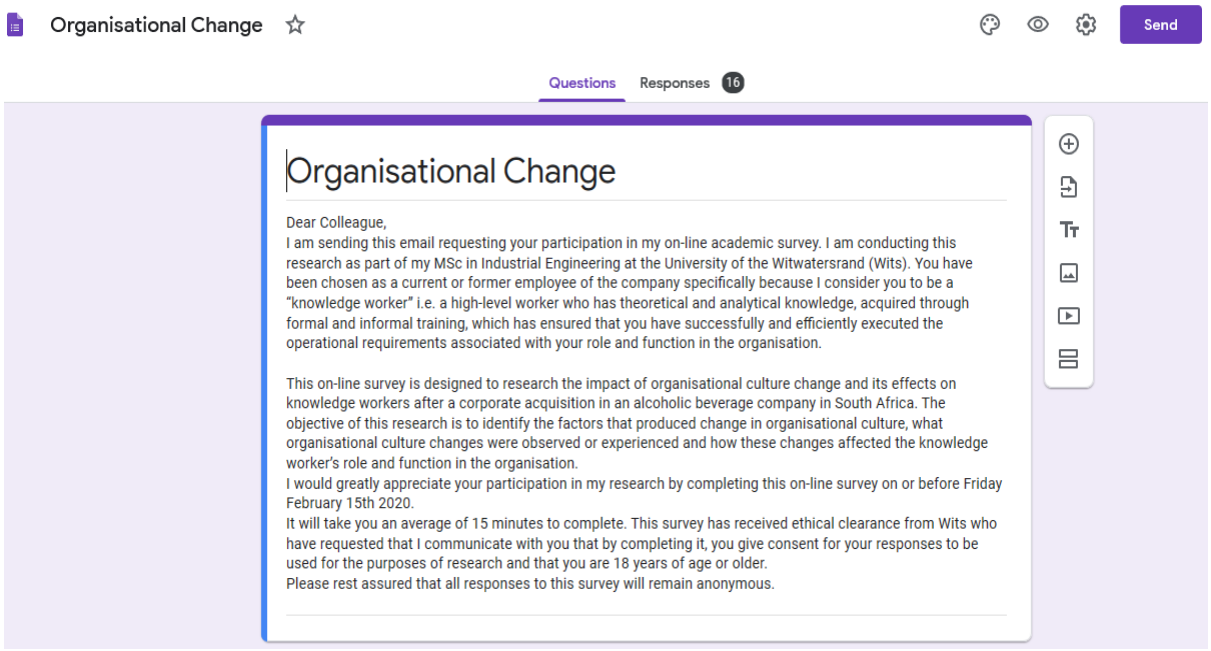
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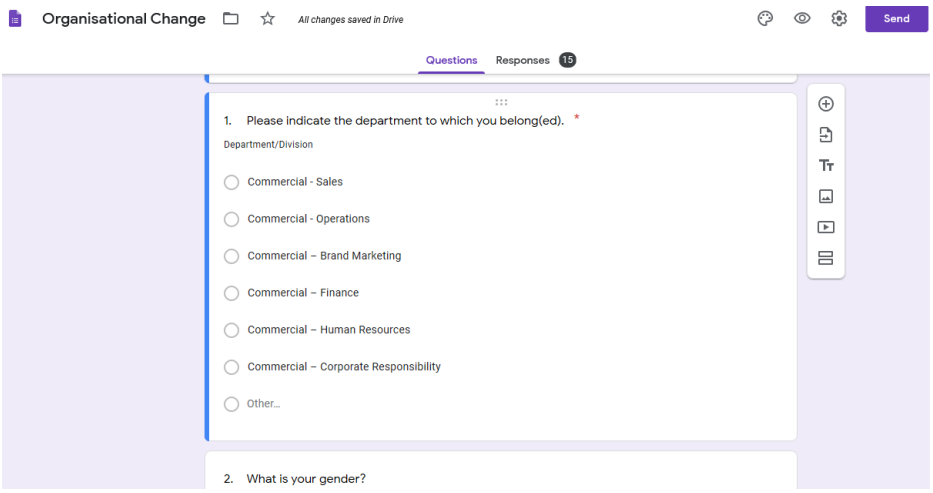
Appendix A: Sample of Research Questionnaire

Survey invitation



Appendix B: Sample of Survey Questions

Participants Background



1. What is your gender?
Female
Male
2. What is your age?
25 – 30
31 – 35
36 – 40
41 – 45
46 – 50
51 – 55
3. What is your employment status in the alcoholic beverage company?
Current
Former
4. Which of the following best describes you?
African
Asian
Caucasian
Other …. please specify
5. What is/was your length of service with the company?
Less than 5yrs
6 – 10yrs
11 – 15yrs
16 – 20yrs
21 – 25yrs
26 – 30yrs
31yrs +
6. What is your highest tertiary education qualification?
Diploma M3+
Baccalaureus Technologiae (BTech)
Associate Degree
Bachelors Degree
Honours Degree
Masters Degree
Doctoral Degree
Other...please specify...
7. What is/was your role in the company?
Manager
Senior Manager

Executive Manager
Area Manager
District Manager
General Manager
Director
Other … please specify

8. Did you have staff reporting directly to you?

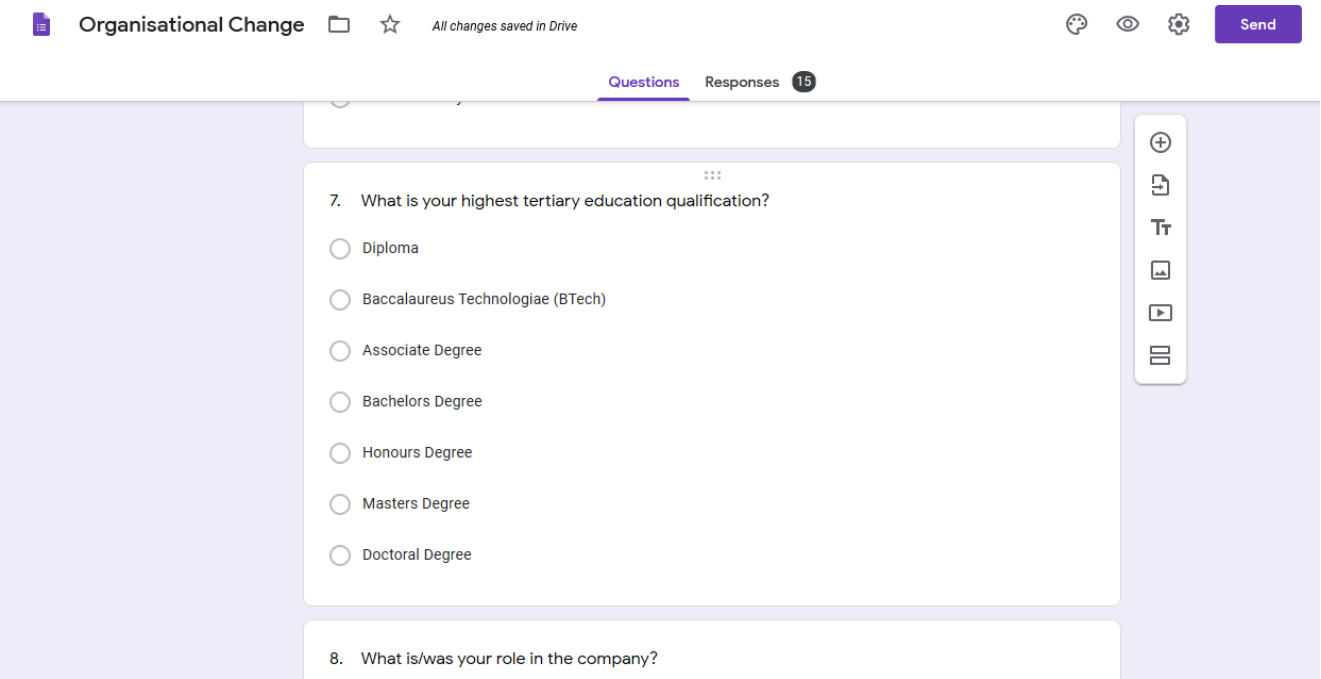
Yes
No

9. If yes, how many staff report/ed directly to you?

Less than 5
5 – 10
11 – 15
16 – 20

10. In your role how many people do/did you oversee?

Less than 5
5 – 10
11 – 15
16 – 20
21 – 30
31 – 40
41 – 50
More than 50
More than 100



Appendix C: Table of Survey Questions

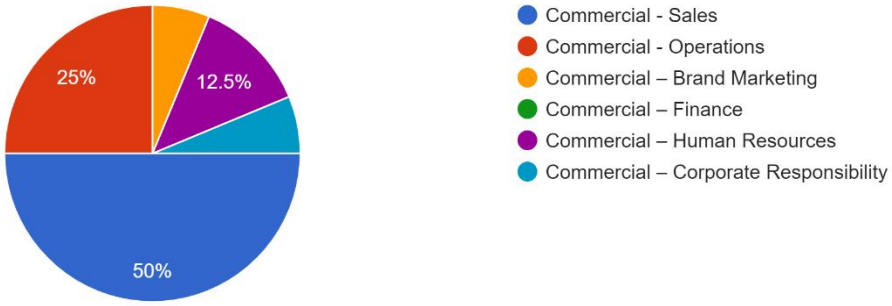
Number	Question
1	Please indicate the department to which you belong(ed).
2	What is your gender?
3	What is your age?
4	What is your employment status in the alcoholic beverage company?
5	Which of the following best describes you?
6	What is/was your length of service with the company?
7	What is your highest tertiary education qualification?
8	What is/was your role in the company?
9	Do/Did you have staff reporting directly to you?
10	If yes, how many staff report/ed directly to you?
11	In your role how many people do/did you oversee?
12	Did your role change post the acquisition?
13	I believe organizational change is good for the business.
14	Management communicated the new goals of the company.
15	The organisation before the change encouraged a free exchange of information and ideas.
16	Organisational change was aligned strategically to organisational goals.
17	Changes in planning and control system/activities of management has increased my enthusiasm on the job.
18	Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss.
19	The reasons for organisational change were clearly communicated.
20	I have been told how changes will directly affect my team.
21	I feel/ felt confident about my role in delivering change in the organisation.
22	My manager is/was supportive of changes.
23	My manager takes/took my feedback seriously.
24	My anxiety of my manager is/was high.
25	I am/was aware of how changes are going to affect me.
26	The changes made in the organization were necessary.
27	There is/was an appropriate level of transparency regarding changes.
28	I am/was comfortable giving upwards feedback to my supervisor.
29	Do you believe the company leadership (Strategy authors) live authentically by the organisational values?
30	Employee competence is important determinant of reputation.
31	My role is/was necessary to achieve new goals.
32	My role changed post acquisition.
33	My job scope increased post acquisition.
34	My job scope decreased post acquisition.
35	My span of control increased post acquisition.
36	My span of control decreased post acquisition.
37	I am/was paid fairly for the contributions I made to my company.
38	My employee benefits changed post acquisition.
39	My employee benefits are better than previously were.
40	Relationships with work colleagues have proved to be a significant factor in my decision to stay or leave the organisation.
41	I feel valued at work.
42	I agree with the number of hours I work in a day.
43	My achievements on the job are recognised by the organisation.
44	I believe the organization values and appreciates its employees for the work they do.
45	Leaders in the organisation share the same organisational values and beliefs.
46	If the number of unpaid working hours were reduced I might have stayed longer.

47	If I was paid more, I might have stayed longer.
48	The post- acquisition organisational work- place and amenities are both practical and beautiful.
49	The location of the new work-place is/was within reasonable travelling distance for me.
50	The changes in the organisation provide/d positive prospects for career growth for me.
51	I have/had a clear understanding of your career or promotion path?
52	I understand / understood and like(d) the performance appraisal system in the company.
53	I am/was at ease and comfortable when I'm around others at work – regardless of their title, position, or stature.
54	I can /could be authentic whilst at work and don't have to pretend to be someone I'm not.
55	The organisational changes made have given me autonomy in the work-place.
56	If organisational changes concerning processes and/or procedures is/were not efficient, they can easily be corrected.
57	I believe(d) the organisation values employee wellbeing.
58	My morale at work is/was higher since the organisational changes.
59	The organisational culture is/was...

Appendix D: Survey Results

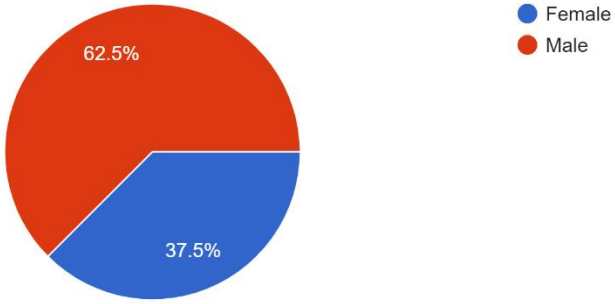
1. Please indicate the department to which you belong(ed).

16 responses



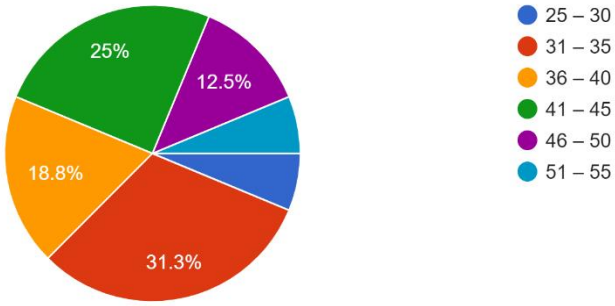
2. What is your gender?

16 responses



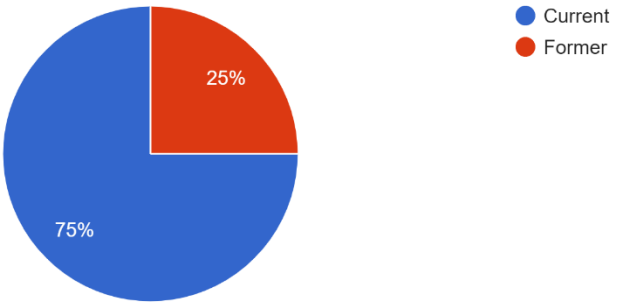
3. What is your age?

16 responses



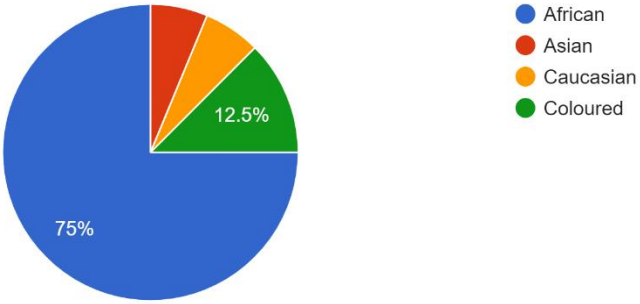
4. What is your employment status in the alcoholic beverage company?

16 responses



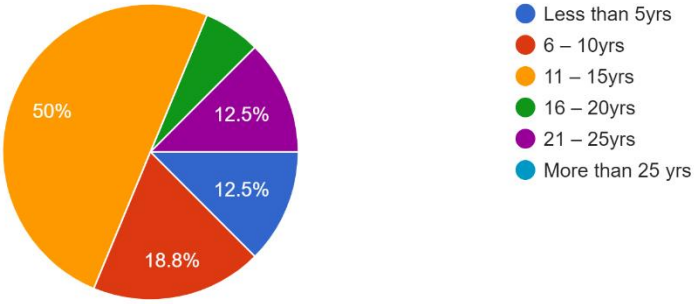
5. Which of the following best describes you?

16 responses



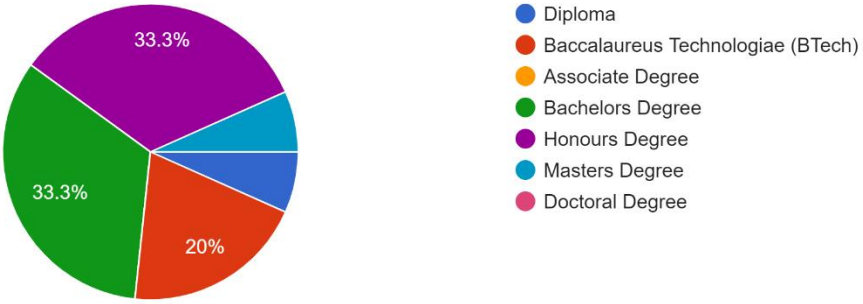
6. What is/was your length of service with the company?

16 responses



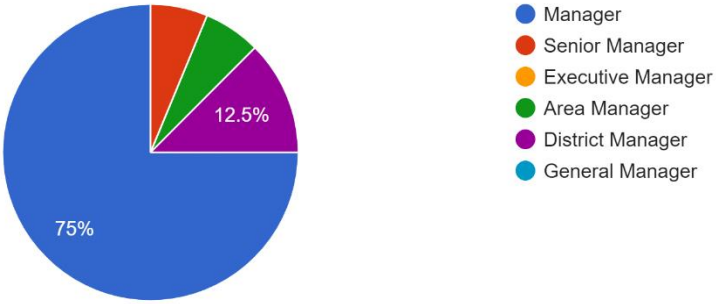
7. What is your highest tertiary education qualification?

15 responses



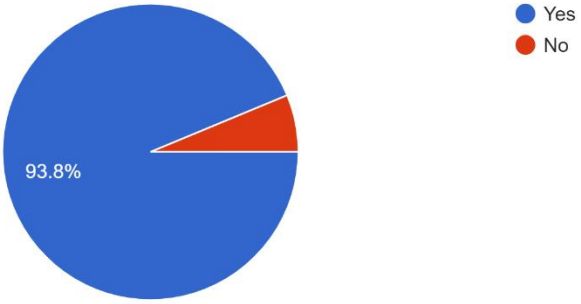
8. What is/was your role in the company?

16 responses



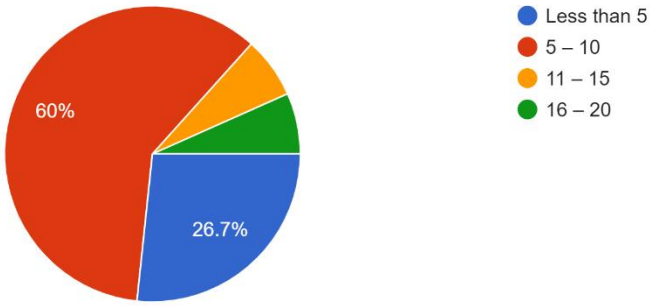
9. Do/Did you have staff reporting directly to you?

16 responses



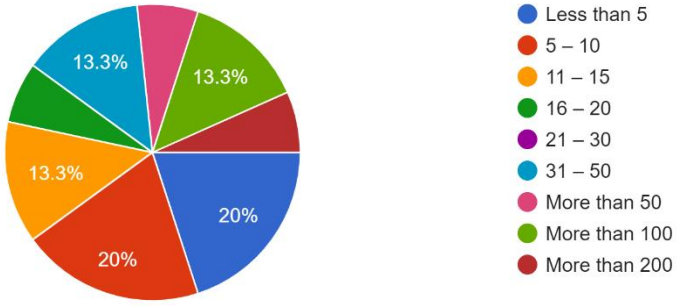
10. If yes, how many staff report/ed directly to you?

15 responses



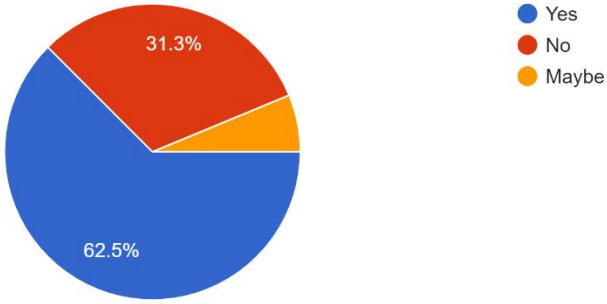
11. In your role how many people do/did you oversee?

15 responses



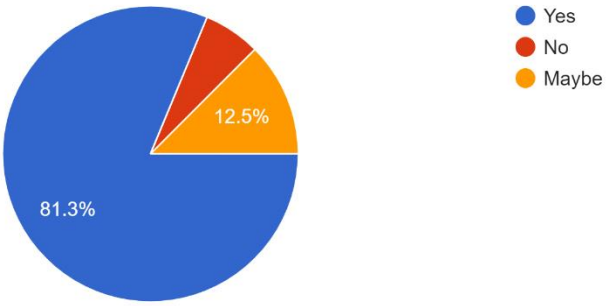
12. Did your role change post the acquisition?

16 responses



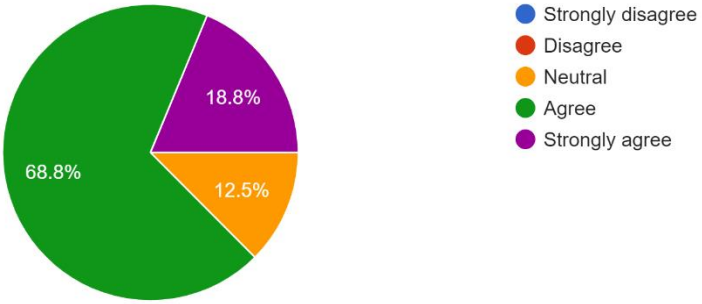
13. I believe organizational change is good for the business.

16 responses



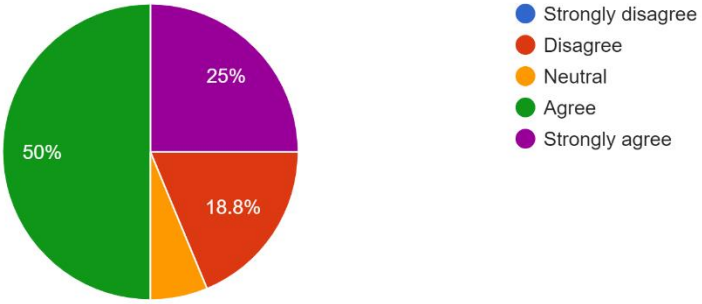
14. Management communicated the new goals of the company.

16 responses



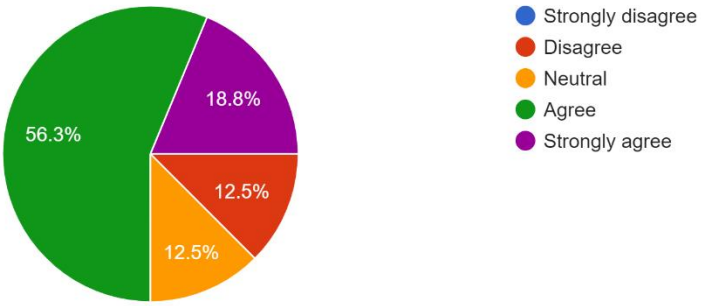
15. The organisation before the change encouraged a free exchange of information and ideas.

16 responses



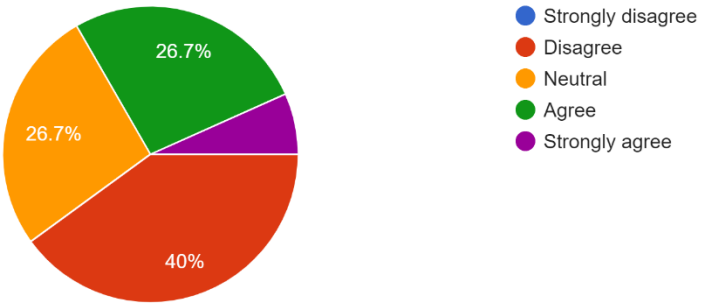
16. Organisational change was aligned strategically to organisational goals.

16 responses



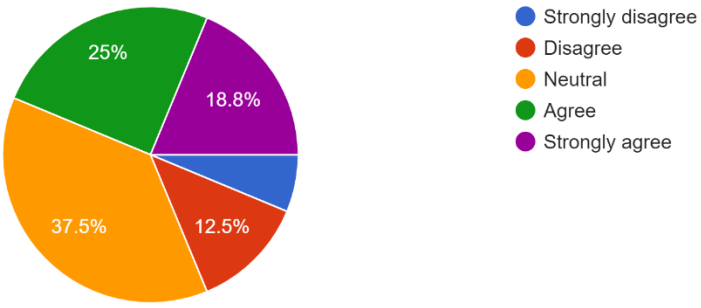
17. Changes in planning and control system/activities of management has increased my enthusiasm on the job.

15 responses



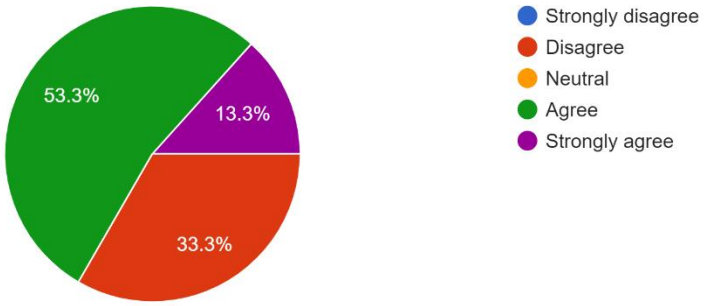
18. Changes in planning and control system/activities provided me with opportunities to discuss and negotiate job and personal goals with my boss.

16 responses



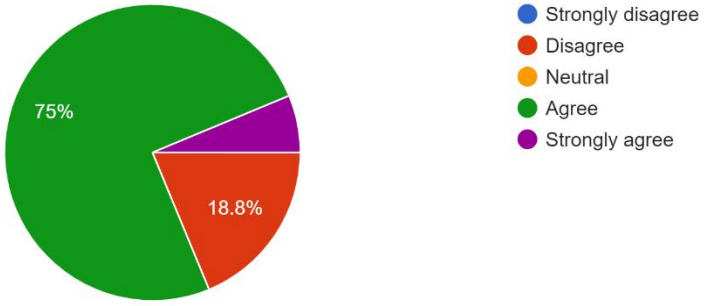
19. The reasons for organisational change were clearly communicated.

15 responses



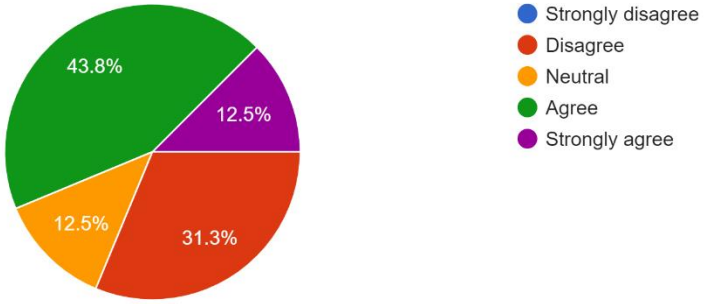
20. I have been told how changes will directly affect my team.

16 responses



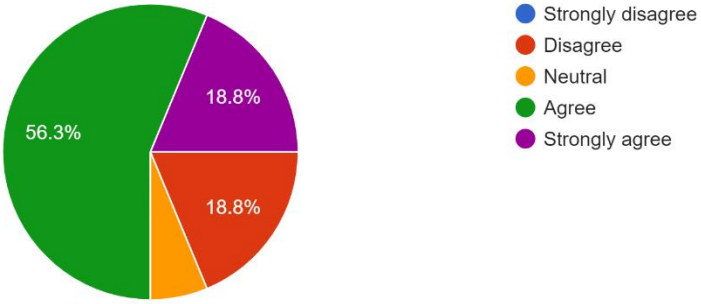
21. I feel/ felt confident about my role in delivering change in the organisation.

16 responses



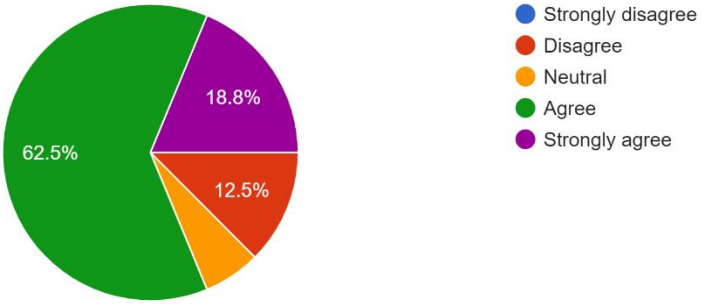
22. My manager is/was supportive of changes.

16 responses



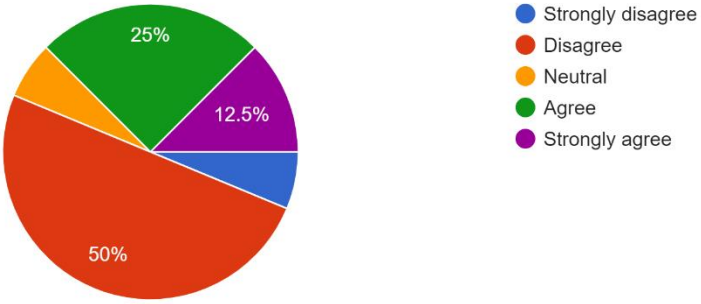
23. My manager takes/took my feedback seriously.

16 responses



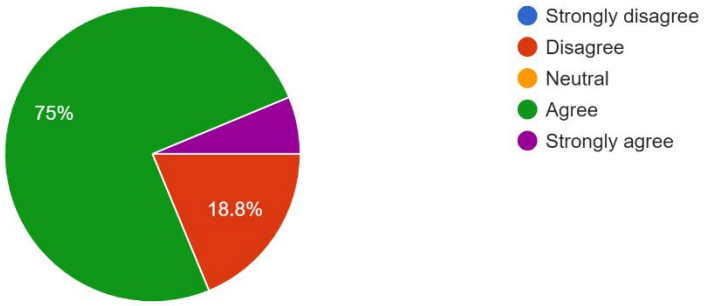
24. My anxiety of my manager is/was high.

16 responses



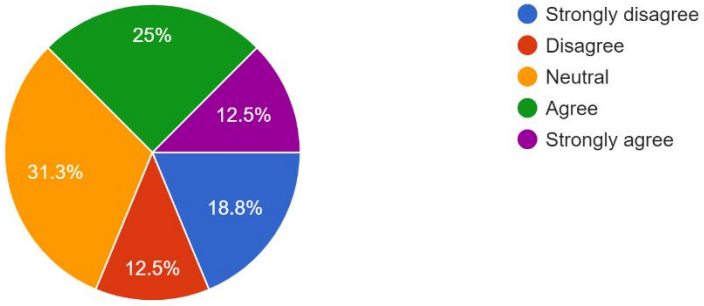
25. I am/was aware of how changes are going to affect me.

16 responses



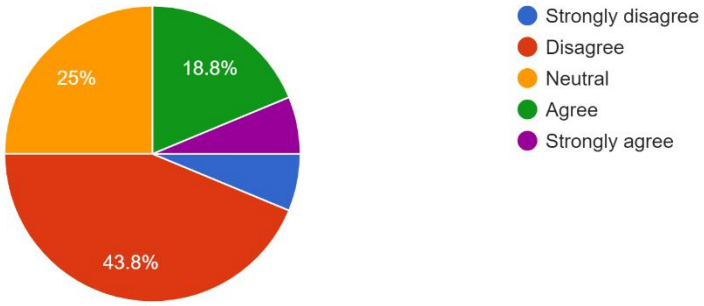
26. The changes made in the organization were necessary.

16 responses



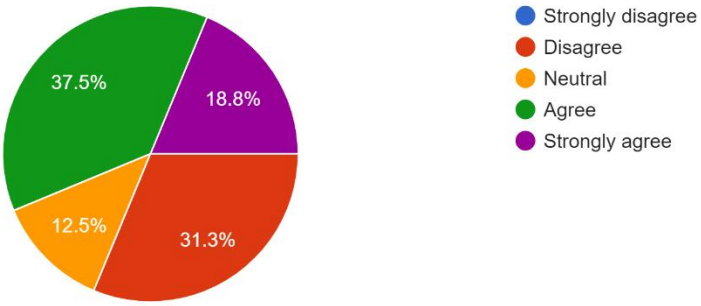
27. There is/was an appropriate level of transparency regarding changes.

16 responses



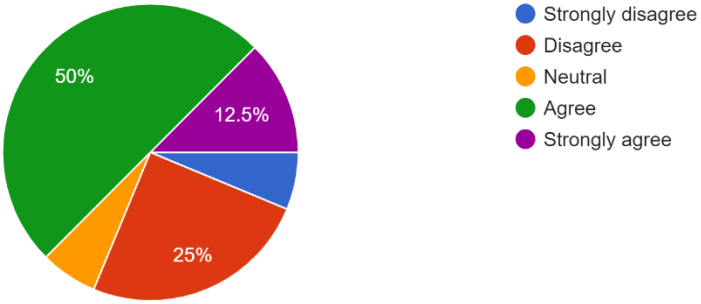
28. I am/was comfortable giving upwards feedback to my supervisor.

16 responses



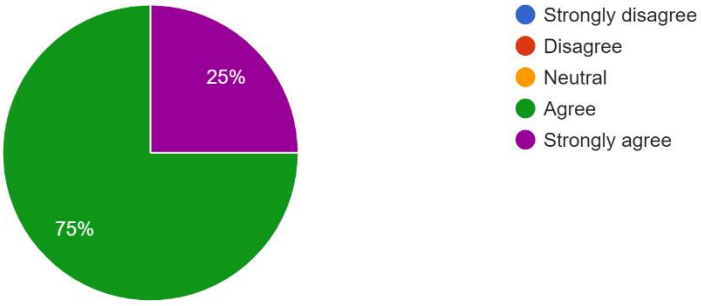
29. Do you believe the company leadership (Strategy authors) live authentically by the organisational values?

16 responses



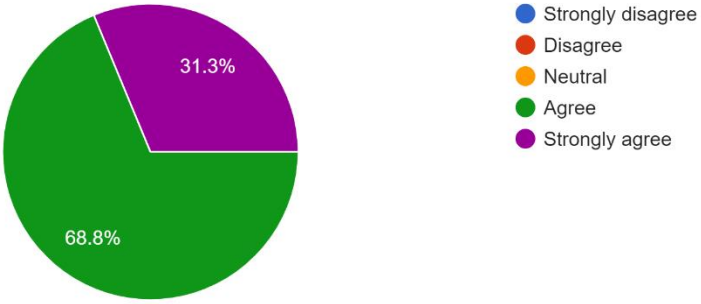
30. Employee competence is important determinant of reputation.

16 responses



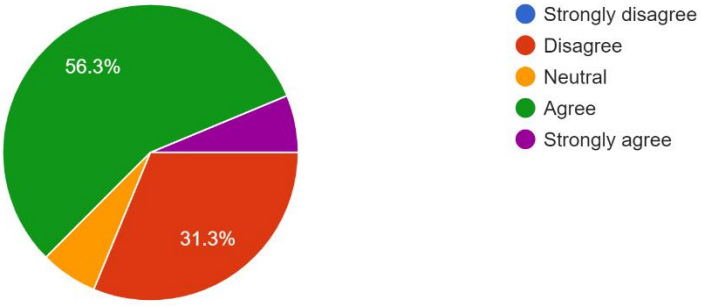
31. My role is/was necessary to achieve new goals.

16 responses



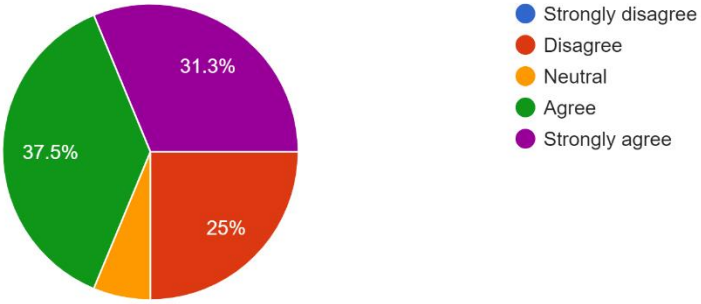
32. My role changed post acquisition.

16 responses



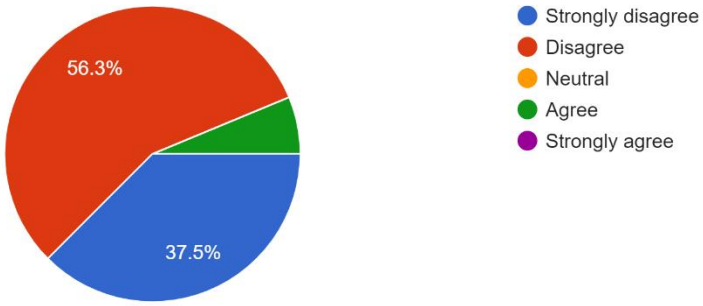
33. My job scope increased post acquisition.

16 responses



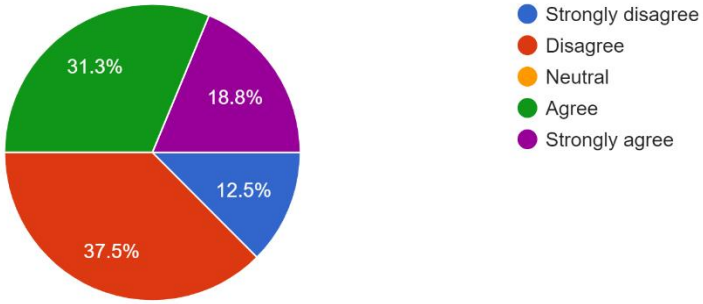
34. My job scope decreased post acquisition.

16 responses



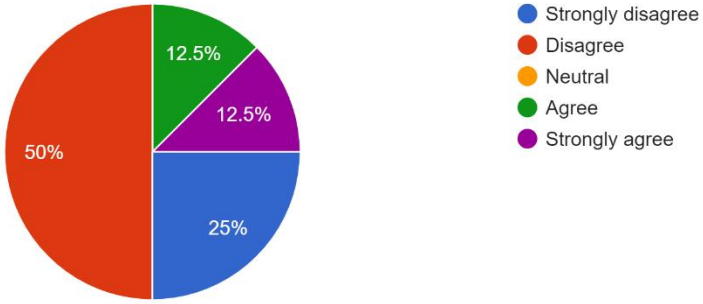
35. My span of control increased post acquisition.

16 responses



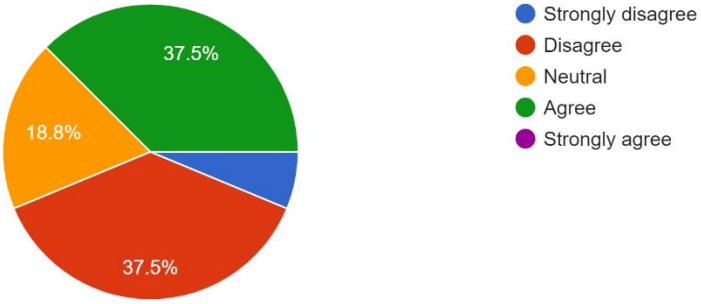
36. My span of control decreased post acquisition.

16 responses



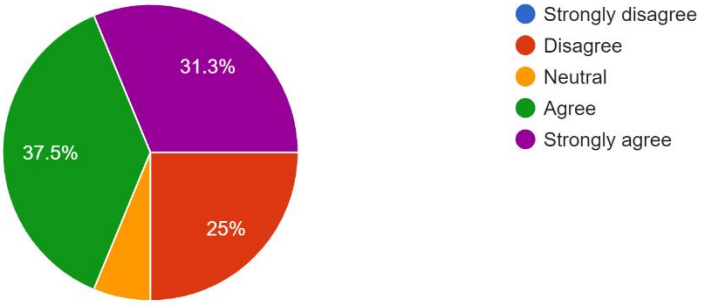
37. I am/was paid fairly for the contributions I made to my company.

16 responses



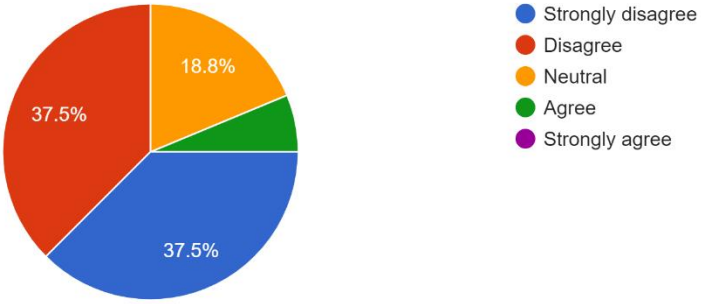
38. My employee benefits changed post acquisition.

16 responses



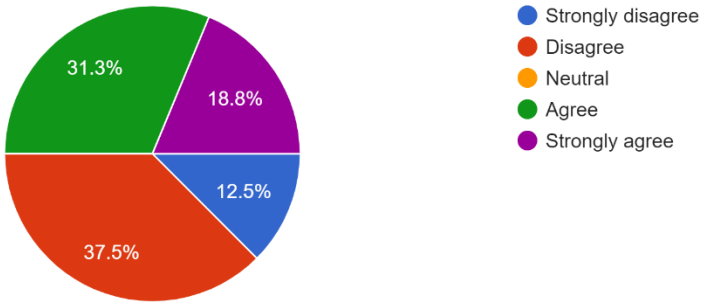
39. My employee benefits are better than previously were.

16 responses



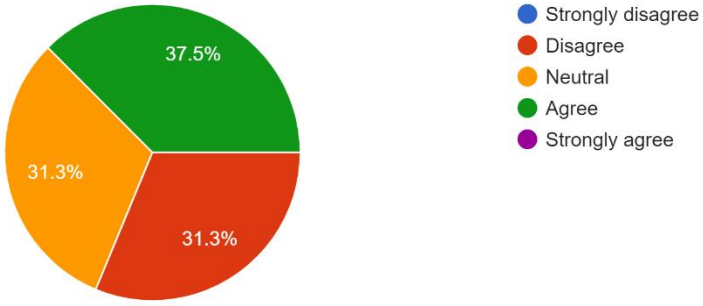
40. Relationships with work colleagues have proved to be a significant factor in my decision to stay or leave the organisation.

16 responses



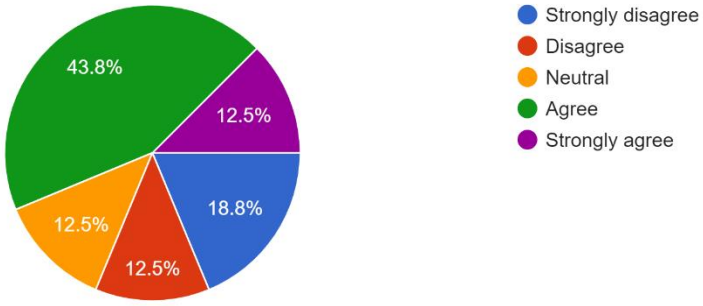
41. I feel valued at work.

16 responses



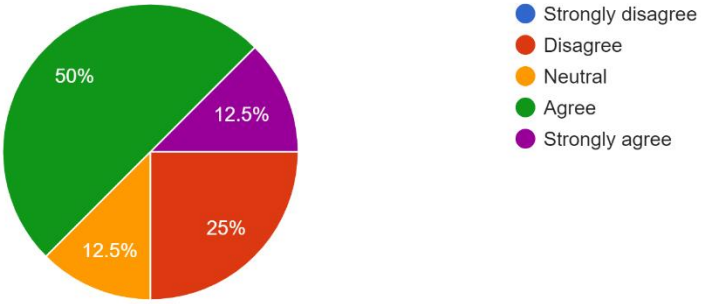
42. I agree with the number of hours I work in a day.

16 responses



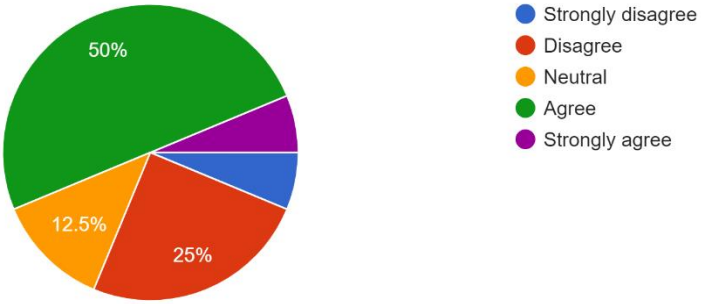
43. My achievements on the job are recognised by the organisation.

16 responses



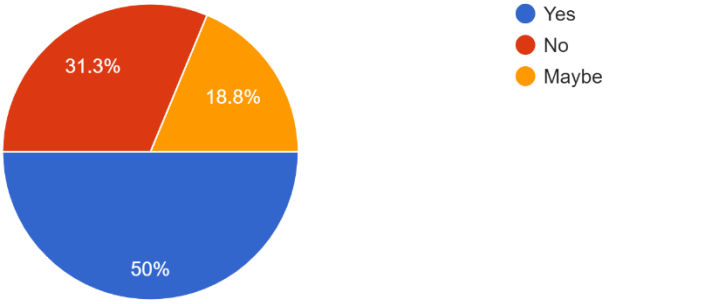
44. I believe the organization values and appreciates its employees for the work they do.

16 responses



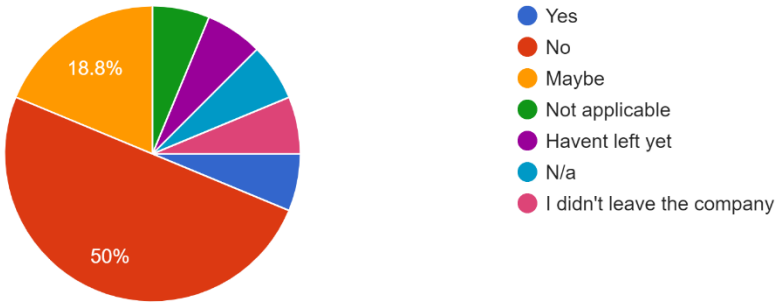
45. Leaders in the organisation share the same organisational values and beliefs.

16 responses



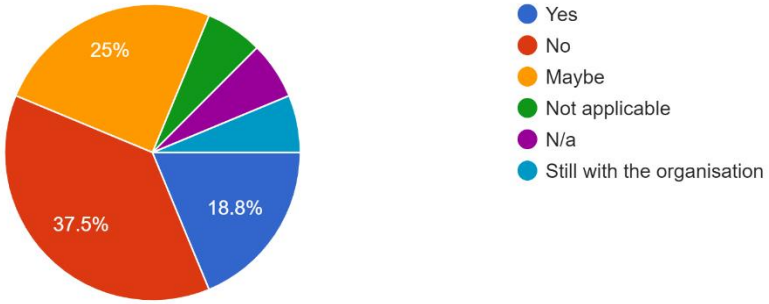
46. If the number of unpaid working hours were reduced I might have stayed longer.

16 responses



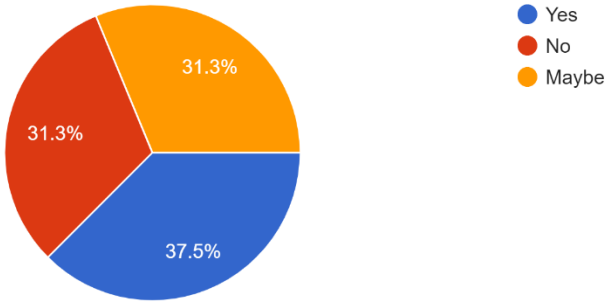
47. If I was paid more, I might have stayed longer.

16 responses



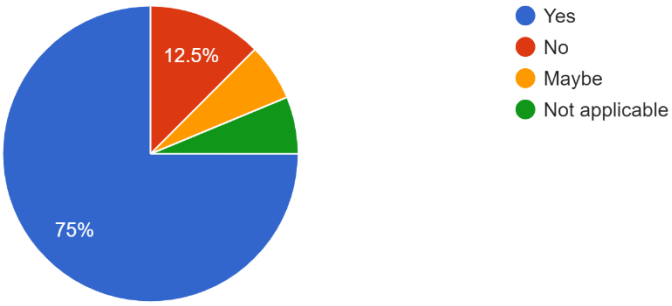
48. The post- acquisition organisational work- place and amenities are both practical and beautiful.

16 responses



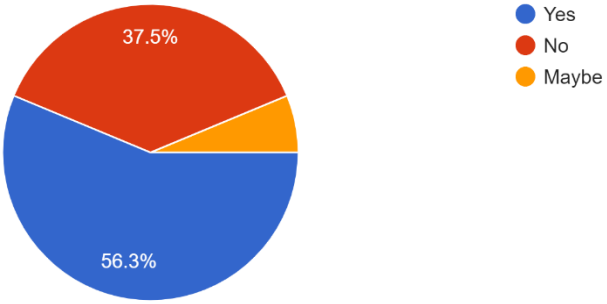
49. The location of the new work-place is/was within reasonable travelling distance for me.

16 responses



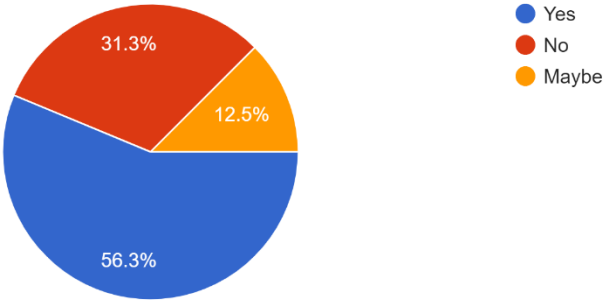
50. The changes in the organisation provide/d positive prospects for career growth for me.

16 responses



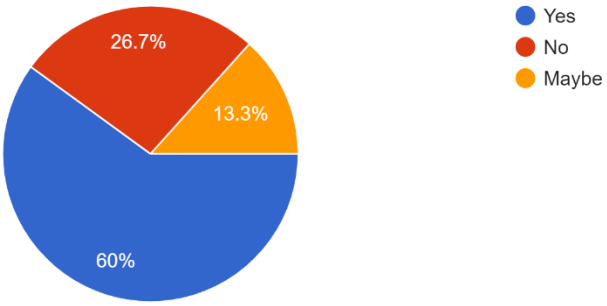
51. I have/had a clear understanding of your career or promotion path?

16 responses



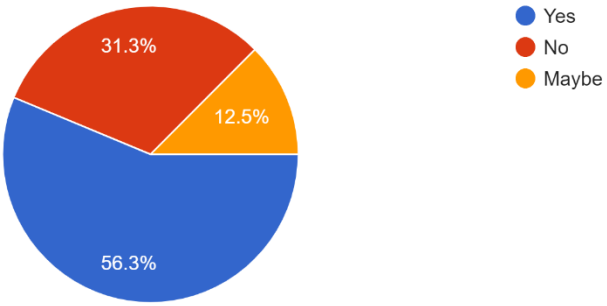
52. I understand / understood and like(d) the performance appraisal system in the company.

15 responses



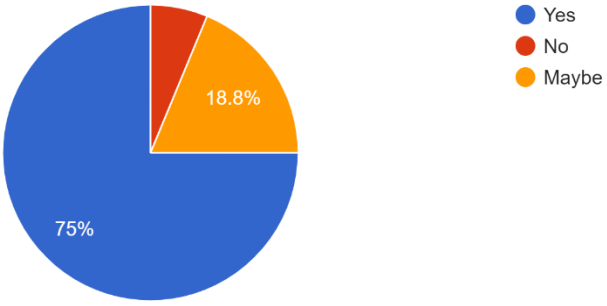
53. I am/was at ease and comfortable when I'm around others at work – regardless of their title, position, or stature.

16 responses



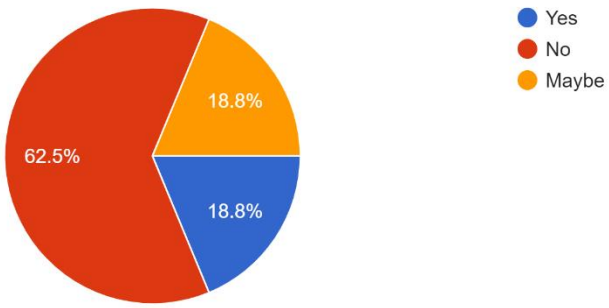
54. I can /could be authentic whilst at work and don't have to pretend to be someone I'm not.

16 responses



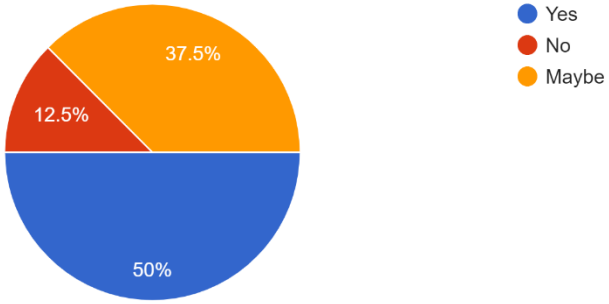
55. The organisational changes made have given me autonomy in the work-place.

16 responses



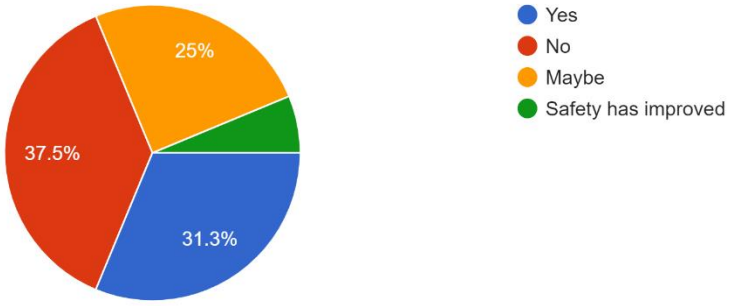
56. If organisational changes concerning processes and/or procedures is/were not efficient, they can easily be corrected.

16 responses



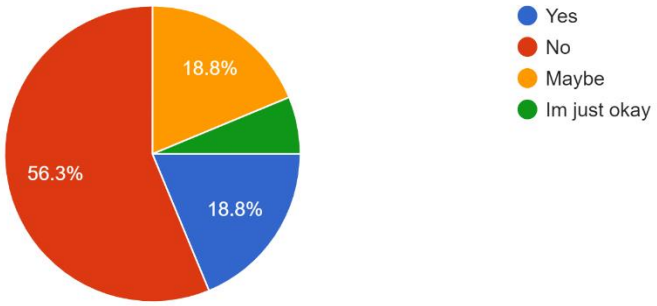
57. I believe(d) the organisation values employee wellbeing.

16 responses



58. My morale at work is/was higher since the organisational changes.

16 responses



59. The organisational culture is/was...

16 responses

