

https://dspace.org/

Cleaners' perceptions of the pending municipal merger in the west rand

Mokoena, Pinkie Lucia Jennifer

2018

https://hdl.handle.net/10539/26021

Mokoena, Pinkie Lucia, (2018) Cleaners' perceptions of the pending municipal merger in the West Rand, University of the Witwatersrand, Johannesburg, https://hdl.handle.net/10539/26021.

Downloaded from a DSpace repository. https://dspace.org/



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG

CLEANERS' PERCEPTIONS OF THE PENDING MUNICIPAL MERGER IN THE WEST RAND

A report on a research study presented to
The Department of Social Work

School of Human and Community Development

Faculty of Humanities

University of the Witwatersrand

In partial fulfillment of the requirements

for the degree Master of Arts in Social Work

by

PINKIE LUCIA JENNIFER MOKOENA

January 2018

DECLARATION

I hereby declare that this is my own unaided work, and that I have given full acknowledgement to the sources I have used.

Figures that appear in the text of this research report have been duly checked and are accurate.

....

PINKIE MOKOENA

2018-01-25

DATE

ii

ACKNOWLEDGEMENT

I would like to express my undying gratitude and appreciation to the following:

- Dr. Francine Masson, my supervisor for her guidance and patience with me throughout my studies and for pushing me to go beyond my limits in order to complete my work.

- To my mom Sibongile Maseko and my children Katlego & Lesego Mokoena for their undying love and support to get me through a difficult phase so I could concentrate on completing my work.

- To my colleagues and employees of Randfontein and Westonaria Local Municipalities for their active participation and willingness to assist me with my research by responding to my questions.

- To the management of both Municipalities for granting me permission to conduct my research with the employees during their time.

ABSTRACT

When change is introduced in the workplace, marginalized employees may develop a negative attitude towards the process due to ignorance and fear. The study aimed to explore the cleaning staffs' perceptions on the municipal pre- mergers between two West Rand Municipalities. The focus study was to explore the cleaning staff members' emotions and reactions towards the merger before it was to be implemented specifically focusing on their perceptions around job security, job responsibility, and communication. There is currently little research done on pre-mergers, especially between political organizations. The research followed a qualitative approach in a form of a case study. Face to face interviews were conducted with seventeen (17) cleaning staff from two Municipalities to collect data utilizing a self – developed, semi structured interview schedule. Sampling was done using a non-probability convenience sampling method. These employees are usually marginalized and have limited if any decision making powers in their working space. The data was analysed utilizing thematic analysis. The findings identified that even the most marginalized of employees could have an impact on change processes based on several factors and there is a relationship between a previous workplace change experience and a new one. The study transformed into a comparative study as marked differences emerged because one of the Municipalities had been through a merger previously and it had a different impact as compared to those who had not gone through the merger process previously. The findings revealed that communication strategies impact on the perceptions of all levels of employees regardless if they participate in the planning process of any organisational change process or not. Open communication and constant consultation by an employer was found to inspire employees to do well because they become confident of their future within the organization. The research findings carve a way to future pre- merger studies with deeper insight into the usually marginalized groups in the workplace.

KEYWORDS: job security, municipal pre-merger, marginalized employees, perceptions, organizational change management.

TABLE OF CONTENTS

DECLARATION ..... **ii**

ACKNOWLEDGEMENT ..... **iii**

ABSTRACT ..... **iv**

TABLE OF CONTENTS ..... **v**

CHAPTER ONE **2**

INTRODUCTION **2**

1.1. CONTEXTUAL BACKGROUND FOR THE STUDY *2*

1.2. PROBLEM STATEMENT *3*

1.3. RATIONALE FOR THE STUDY *5*

1.4. RESEARCH QUESTIONS *5*

1.5. PRIMARY AIMS *6*

1.6. SECONDARY OBJECTIVES *6*

1.7. OVERVIEW OF THE RESEARCH REPORT *6*

1.7.1 RESEARCH INSTRUMENTATION *7*

1.7.2 PRE-TEST OF THE RESEARCH TOOL *7*

1.7.3 POPULATION, SAMPLE AND SAMPLING PROCEDURES *7*

1.7.4 DATA COLLECTION *8*

1.7.5 DATA ANALYSIS *8*

1.7.6 RESEARCH STRATEGY AND DESIGN *8*

1.7.7 ANTICIPATED VALUE OF THE STUDY *8*

CHAPTER TWO **9**

LITERATURE REVIEW **9**

2.1. TRANSFORMATION *9*

2.2. GLOBAL TRANSFORMATION *11*

2.3. TRANSFORMING THE COUNTRY *13*

2.3.1. The history of South African Industry *13*

2.3.2. Transforming the Workplace *27*

2.4 ORGANIZATIONAL CHANGE MANAGEMENT *30*

MUNICIPAL MERGER *30*

2.4.1 Organizational Change Management *30*

2.4.2 Change Resistance *32*

2.4.3 Readiness for Change *35*

2.4.3.1 Leadership *37*

2.4.3.2 Organizational Culture *41*

2.4.3.3 Lewin's Three Step Model *43*

2.4.3.4 Key Dimensions of Analysis of Change *46*

2.4.3.5 Systems Theory and Change Impact *46*

2.4.3.6 Power Dynamics and Communication *48*

2.4.3.7 The role of the Occupational Social Worker during Organizational Change *49*

CHAPTER THREE **52**

RESEARCH STRATEGY AND METHODOLOGY **52**

3.1 INTRODUCTION *52*
3.2 RESEARCH QUESTIONS *54*
3.3 RESEARCH DESIGN *54*
3.4 PROCEDURE *54*
3.5 RESEARCH METHODOLOGY *56*
3.5.1 Sampling *56*
3.5.2 Research Tool *57*
3.6 DATA ANALYSIS *58*
3.7 ETHICAL CONSIDERATIONS *61*
3.7.1 Macro and Micro ethics *61*

CHAPTER FOUR **65**

4.1 RESEARCH FINDINGS, RESULTS AND DISCUSSION *65*
INTRODUCTION *65*
4.1.1 Gender Distribution *68*
4.1.2 Race distribution *68*
4.1.3 Age *69*
Table 4.1. Demograhic Raw Data of all participants *69*
4.1.4 Educational Qualification *72*
4.2 JOB PROFILE *73*
4.3 PERCEPTIONS ON ORGANIZATIONAL COMMUNICATION *74*
4.3.1 Table 4.3: Sources of Communication *74*
4.3.1 Period of communication about the merger *75*
4.4 PERCEPTIONS ABOUT JOB RESPONSIBILITIES *76*
4.4.1 No impact on the job responsibility *77*
4.4.2 Expectation of positive impact by the merger on job responsibility *78*
4.4.3 Uncertain about the impact by the merger on job responsibility *79*
4.4.4 Expectation of negative impact by the merger on job responsibility *80*
4.5.5 No impact on personal lives *81*
4.5.6. Positive perception of the pending merger on personal lives *81*
4.5.7 Negative perception of the pending merger on personal lives *82*
4.5.8 Indifferent about the impact of the merger on personal lives *82*
4.6.1 No change in the long term vision *83*
4.6.2 Positive long term vision in the organization *83*
4.6.3 Negative long term vision in the organization *84*
4.6.4 Indifferent *84*
4.7.1 No change *84*
4.7.2 Positive impact to organizational culture *84*
4.7.3 Negative impact to organizational culture *85*
4.7.4 No Change to the Organizational Culture *86*

CHAPTER FIVE **87**

RESEARCH CONCLUSION AND RECOMMENDATIONS **87**

5.1 RESEARCH FINDINGS *87*
5.2 SUMMARY OF FINDINGS - RANDFONTEIN LOCAL MUNICIPALITY *87*
5.3 SUMMARY OF FINDINGS - WESTONARIA LOCAL MUNICIPALITY *88*
5.4 LIMITATIONS OF THE RESEARCH STRATEGY, DESIGN AND METHODOLOGY *88*
5.4.1 Limitations *88*
5.4.2 Strengths *89*
5.5 CONCLUSIONS *89*
5.5.1. Communication medium and Timing *89*
5.5.2. Work relationships *90*
5.5.3. Lessons Learnt *90*
5.6 RECOMMENDATIONS *91*
5.6.1. Planned communication strategy *91*
5.6.2. Revise previous change successes *91*
5.6.3. Employee engagement sessions *91*
5.7 CONCLUDING COMMENT *92*

6. REFERENCES **95**

7. LIST OF TABLES ..... ***vii***
TABLE 4.1 *Demographic Raw Data Of Participants* *74*
TABLE 4.2 *Marital Status* *75*
TABLE 4.3 *Sources Of Communication* *80*
TABLE 4.4 *Results On Job Responsibility* *83*
TABLE 4.5 *Perceptions* *87*
TABLE 4.6 *Long Term Vision* *89*
TABLE 4.7 *Impact On Organizational Culture* *90*

8. LIST OF FIGURES ..... ***vii***
FIGURE 4.1 *Sources Of Communication* *80*

9. DEFINITION OF TERMS ..... ***vii***

Blue Collar Worker

According to Chron (2017), Blue-collar workers perform labor jobs and typically work with their hands. The skills necessary for blue-collar work vary by occupation. Some blue-collar occupations require highly skilled personnel who are formally trained and certified. These workers include aircraft mechanics, plumbers, electricians and structural workers. Many blue-collar employers hire unskilled and low-skilled workers to perform simple tasks such as cleaning, maintenance and assembly line work.

Change Management

Mutali (2017) defines change management as follows:

> "Change management is an approach to transitioning individuals, teams, and organizations to a desired future state. In some project contexts, change management refers to a project management process wherein changes to a project are formally introduced and approved. All organizations undergo changes at one point or another. Strategic change can be defined as a difference in the form, quality or state over time (Van de Ven & Poole, 1995) in an organization's alignment with its external environment. Strategic change involves radical transitions within an organization that encompass strategy, structure, systems, processes and culture. It is the process of getting individuals, teams and organizations to function better (Mullins and Riseborough, 1999)".

Organisational Merger

Sherman and Hart (2006) **define Merger** as "a combination of two or more companies in which the assets and liabilities of the selling firm(s) are absorbed by the buying firm. Although the buying firm may be a considerably different organization after the merger, it retains its original identity. With reference to this paper, a Municipal merger is the amalgamation of boundaries of two municipalities which may from time to time be redetermined in order to accommodate expanding communities that may not be serviced by any municipalities due to previous area boundaries as prescribed in accordance to the Municipal Demarcation Board Act75 of 1998.

Marginalisation in the workplace

According to Business Dictionary (2017), being marginalised is a state of being ignored and/ or oppressed in the workplace, walked over and not taken seriously due to the position one holds at work is seen as less important.

Job Security

The confidence or lack of confidence a worker has about the certainty of continued employment. A workplace practicing fair labour practice and bargaining agreements is more likely to produce a sense of job security for employees as they are protected by relevant South African labour legislation, the opposite is true where none of those conditions are present, Business Dictionary, (2017).

CHAPTER ONE
INTRODUCTION

1.1. CONTEXTUAL BACKGROUND FOR THE STUDY

Change in the workplace can be a source of anger and fear felt by employees about their uncertain future in the organization. When the employer's change vision for the future is not clarified, the employees are more likely to experience denial and confusion instead of contentment and renewal (Robbins, Judge & Campbell, 2010).

Organizational merger is one type of organizational change process. Research conducted on mergers for over three decades has yielded important findings that have facilitated advancement in this field of organizational change (Cartwright & Schoenberg, 2006). Different theories have sought to offer better strategic directions towards achieving more refined and least obtrusive change management implementation methods available to employers through the years. Organizations go through mergers for a number of reasons; to increase performance, to introduce new technology and decrease costs; and by complementing each other's strengths and weaknesses, the larger organizations can survive in a hostile competing corporate environment.

When municipalities merge it should ideally be with the aim to better deliver services to the growing communities within their set boundaries including the new demarcated areas. According to Manning (2007), transformation in local government may be driven by a political agenda via the political parties' attempts to hold on to power by introducing changes which will ensure or increase their political stronghold in the community; on the other hand it may be to ensure more integrated and effective service delivery. The area boundaries of municipalities may from time to time be re-determined in order to accommodate expanding communities that may not be serviced by any municipalities due to previous area boundaries as prescribed in accordance to the Municipal Demarcation Board Act 75 of 1998.

Local government may not be a private organization; however it does need to collect revenue from its communities in order to sustain its service delivery mandates (SALGA, 2014). There is a dynamic interaction between the traditional organization and the political organization within local government. Even though the organizational strategies are governed by the political agenda of the ruling party, one might find different groups that are devoid of politics yet functioning optimally within the same organization.

The politicians and administrators coexist harmoniously because each side understands their pertinent roles. Cooperation is the key for this organization to survive as political winds of change are constantly blowing in municipalities, especially for the ruling party due to community demands and other political or budgetary constraints (Manning, 2007).

1.2. PROBLEM STATEMENT

The South African Municipal Demarcation Board announced to the media in 2010 that there would be municipal mergers across the country as part of the National Plan to expand Municipalities to cover the new residential areas that fell outside of the demarcation areas of certain Municipalities. The reason for the mergers was to be able to service those areas which were not receiving any services from any proximate Municipality.

Randfontein and Westonaria Municipalities were set to merge by year 2016 to address the West-Rand area demarcation problem (City Press, 2016). Although there have been public announcements in the communities and in the media, the employees of both municipalities had not been consulted on the merger, apart from top management which was involved in the strategic planning processes of the pending merger.

There was an assumption that the employees would be feeling uncertain and fearful about their job security (Bordia, Hobman, Jones, Gallois & Callan, 2004). Fear can bring anger and leave employees demotivated to perform at their best. From the Occupational Social Work perspective, when the employee is negatively impacted at work, they will take the stress home which will ultimately impact negatively on the family which could spill over to the community at large (Bouwer, 2009). Municipalities are service delivery driven organizations, and having demotivated and disengaged employees would impact negatively on service delivery resulting in yet another service delivery protest.

It would be to any organization's detriment to overlook the fact that employees are the most valued assets and they know both weaknesses and strengths of the organization and could leverage the weaknesses to get their demands met should the need arise. The lack of consultation by the employer regarding organizational changes might lead to suspicion towards management's intentions, thus altering the employee attitude towards their work which could directly and negatively impact on work productivity.

According to (Aitchison, 2014) the employees' negative attitude could be manifested through increased absenteeism or presenteism: being there only in body form and not working productively and go slows as some of the manifested symptoms of employees' dissatisfaction. Although it would seem that the employer has the power to fire and hire anyone not pulling their weight, South African labour laws have to be adhered to prior to terminating an employee's contract, and that action could lead to years of litigation red tape nightmares for both parties (Deakin & Morris, 2012). In the end it might not be worth the time and money spent by the employer to disregard or overlook their employees' opinions before embarking on major change processes in the workplace. This study sought to find answers relating to what goes on in the mind of an employee who is overlooked at the beginning of major organizational changes. Whilst municipal merging might seem like a workable solution for growing local communities, it far more complex to implement without involving all stakeholders.

Studies into mergers and acquisitions have shown that mergers bring short term positive benefit but fail in the long term to show positive results to the stakeholders. There are more than one factors leading to failed integrations in the long term according to (Cartwright & Schoenberg, 2006). These can range from poorly defined cultural compatibility (Gertsen & Soderberg, 1998) to the strategic fit of the organization's new change vision (Capron & Pistre, 2002; Ahuja & Katila, 2001).

The study will focus on the cleaning staff as they are not involved in strategic planning processes. The study aims to explore the cleaners' perceptions about the pending merger in terms of how it could affect their work life if at all and about how it feels not being involved or consulted about the merger that is supposed to be implemented in less than a years' time. There are limited numbers of pre-merger studies being conducted in South Africa but many have been throughout the world. What all these research studies have found in common is the lack of success of the mergers in the long term, according to Kavanagh and Ashkanasy (2006).

There is an assumption that good pre- merger identification by employees will lead to post- merger identification, Cartwright and Schoenberg (2006). The study explored the impact of lack of communication and failure to consult timorously by the organization with their employees before implementing a major change process.

It is not clear as to how much time should be taken by the organizations to consult with their employees before implementing change processes; however it is clear that open communication is important for employees to feel like their input is needed during this time.

Consultation enhances the workers' sense of belonging and identification with the organization. This paper seeks to provide an understanding into the mind and heart of a seemingly marginalized worker in a Municipality setting.

1.3. RATIONALE FOR THE STUDY

1.3.1 To explore manner in which the municipal merger was communicated to the cleaning staff and its perceived impact thereof.

1.3.2 To explore the cleaning staff's perceptions of the impact the municipal merger would have on their personal lives.

1.3.3 To explore the cleaning staff's perceptions of the impact the municipal merger would have on their work responsibilities.

1.3.4 To explore the cleaning staff's perception of the impact the municipal merger would have on their relationship with the municipality after the merger.

1.3.5 To explore how the cleaning staff perceived the municipal merger would affect them as citizens in the communities where they lived.

1.4. RESEARCH QUESTIONS

This study sought to provide answers to these pertinent questions:

When is the right time to involve which interested parties to ensure a successful change management process?
Is it even necessary for management to consult the employees that are on the low end of the organization?
What value will it add to the change process?
How would overlooking those employees impact on the organization's bottom line?

For the purpose of the research questionnaire the following questions were posed to the participants:

- In what manner was the merger communicated to the cleaning staff?
- What impact did the cleaning staff perceive the merger would have on their work responsibilities?
- How did the cleaning staff perceive the municipal merger would impact on the relationship with their employer?

- How did the cleaning staff perceive the municipal merger would impact on their personal lives?
- How did the cleaning staff perceive the municipal merger would affect them as citizens in the community they came from?
- Were there any differences in the perceptions of the impact between the two Municipalities' participants?

1.5. PRIMARY AIMS

The primary aims of this study were as follows; to explore the cleaning staff's perceptions of the pending municipal merger between the Randfontein and the Westonaria Local Municipalities;
To ascertain their perception regarding the impact it would have on their lives on all levels of functioning;
To discover how the different communication styles used to deliver the news of the merger had influenced how the participants internalized the announcement and understood the merger to mean to them personally.

1.6. SECONDARY OBJECTIVES

To discover if there was any differences in how the cleaners from each municipality perceived the news of the merger.

To discover how the participants perceived it would be the impact of living in a larger (metro) municipality.

1.7. OVERVIEW OF THE RESEARCH REPORT

Chapter 1: Introduction
Chapter 2: Literature Review & Theoretical Framework:
2.1 Transformation
2.2 Global Transformation
2.3 Transforming the Country
2.4 Organizational Change Management

Chapter 3: Research Strategy and Methodology

Chapter 4: Research Findings, Results and Discussion

Chapter 5: Conclusions and Recommendations

1.7.1 RESEARCH INSTRUMENTATION

A self – developed, semi structured interview schedule was utilized. It comprised of open ended, specific and general questions sub divided by several headings as follows: personal information, organizational communication, job responsibilities, perception on personal lives, long term vision in the municipality and organizational culture.

1.7.2 PRE-TEST OF THE RESEARCH TOOL

The research tools also referred to as the interview schedules were designed for the participants, and for the informants. They were pre- tested on two (2) participants and two (2) key informants who did not form part of the final study. The pretesting was conducted to ascertain that none of the questions were ambiguous or difficult to understand.

1.7.3 POPULATION, SAMPLE AND SAMPLING PROCEDURES

The cleaning staff from both Municipalities was approached during one of their monthly staff meetings, to request twelve volunteers from each. More than twelve volunteers came forward from the Randfontein municipality and the student had to put all names in a hat so that each person had an equal chance to be selected, thus employing a systematic random sampling (Creswell, 2007).

Some employees who had volunteered to be interviewed declined to continue and the following was the final group available to be interviewed: Two (2) males and five (5) females from Randfontein and three (3) males and seven (7) females from Westonaria Municipalities. The Westonaria municipality had only twelve participants who come forward as participants; this breakdown excludes the two key informants and the one pre-test subject from each Municipality.

1.7.4 DATA COLLECTION

Face to face interviews with the help of a semi structured interview schedule were used to collect the data. Notes were taken during the interviews. A tape recorder was utilized with all participants with their knowledge and consent, Jacob and Fergersen (2012). The face to face interviews took between 15 to 20 minutes each to complete.

1.7.5 DATA ANALYSIS

The data analysis was done by utilizing thematic analysis. The approach enabled the discovery and exploration of refined concepts about the topic (Silverman, 2011). Common themes were isolated and then grouped together. These themes were identified within each interview and compared with the complete set of interviews to verify the common concerns that were identified, and or similar views of the participants.

1.7.6 RESEARCH STRATEGY AND DESIGN

A non-experimental, exploratory qualitative research design in a form of a case study was used in this research. A self- developed semi structured interview schedule was utilized to conduct face to face interviews with the cleaning staff of the Randfontein and Westonaria Local Municipalities. The schedule comprised of open- ended and closed questions. The reason for choosing this method is that it allowed for a deep engagement with participants.

1.7.7 ANTICIPATED VALUE OF THE STUDY

The research findings will assist change managers in political organizations understand the impact of excluding the low level workers from important decisions. The findings will provide insight into the strategies to be proposed for future processes of change within organizations that would bring positive outcomes to all stakeholders. The findings are meant to open opportunities to conduct other comparative studies with blue collar worker and management of municipal or other industries' change processes. There is an opportunity to conduct pre-merger and post-merger studies with the same groups to compare results in further research studies into Local Government change management processes.

CHAPTER TWO
LITERATURE REVIEW

2.1. TRANSFORMATION

In the world we live in change is both inevitable and inescapable. It is feared by pessimists but equally loved by optimists. Change could mean disruption and a loss of identity for the former whilst it might represent new possibilities and adventures, for the latter. The perception of change in an individual's life is as important as the actual impact of change, Herholdt (2012).

Ivancevich, Konopaske and Matteson (2011, 94) define perception as "a psychological expression brought on by an individual's organization and interpretation of stimuli, thus giving it meaning". Perception shapes the attitude that will enable the individual faced by the change event either to cope with or to be overwhelmed, therefore leading them to embrace or resist the change event altogether. Although an individual's perception of a change event may be influenced by their attitude, one cannot conclude that those who are optimistic about a change event will always receive a positive change result because of their unrelenting positive expectations. Hope is the cement that holds an optimistic individual together in times of trials and tribulations.

Human beings are unique individuals, who constantly adjust their attitudes towards various change events based on their continued experiences with it. Earlier behavioral theorists like John B. Watson (1878-1958) and B.F. Skinner (1904-1990) laid the foundation of our understanding on how human behavior is learned and reinforced over time. Individuals are influenced by their internal processes which guide their moral and thought processes, their interaction with the environment will shape their future reaction to similar instances based on whether it resulted in a pleasant or an unpleasant experience. The unpleasant result will teach them to react differently so they can manipulate the environment to their favor or to cease the behavior completely in future, if there was a pleasant experience, the source of the pleasure will be influenced to produce more of the pleasant result in the future. A deduction can be made then that employees share an interdependent relationship with their workplace, when one part changes, and so should the other parts. Burger, Crous & Roodt (as cited in Herholdt, 2012) support the idea of an interdependent relationship between employee and organization. Their take is that when organizations change, employees within have to change in some way or the other. This change can be as subtle as a change in shift work or as great as changing job sites or even job descriptions.

As organizations introduce change in the workplace; the meaning that employees ascribe to that change event will ultimately be shaped by the long term work interventions associated with that change process. In essence, the employees' positive perception of a workplace change event will be determined by the long term positive interventions adopted by the employer in order to sustain such change (Burger et al., 2012).

Although workplace change processes can be implemented over short term and others over long term, their impact on employees especially the loyal ones can have long term positive or negative implications. It is for this reason that the employer interventions, which will be discussed later in the chapter, should be carefully selected as they are crucial to the successful organizational transformation outcome and to the reduction of change resistance amongst its employees.
Employees spend a majority of their days in the workplace which can lead them to identify with the organization's cultural norms and values, these values and norms are transformed via the meaningful relationships that are formed amongst employees within the organization as well as with management over time (Ptacek, 2014). These relationships sustain and enable the employees to remain resilient and hopeful through times of uncertainty. Allison (as cited in Herholdt 2012, 72) advises organizations that are introducing organizational change initiatives to create a "culture of renewal" which will ensure that the organization does not go into a "declining" state but is continuously monitoring and evaluating the organization's progress.

The culture is meant to ensure prevention of resistance from those employees who are not buying in to the proposals of change. For the organization to become successful it should ideally provide support, building and rebuilding relationships with its employees, recognizing as well as retaining talent. This is an ongoing process that should never be left to the last step of the change process.

An organizational merger represents one of the major organizational transformation processes that can be undertaken in the workplace.
The change processes can be influenced by the vision of future growth and prosperity; these are the internal forces for change, in other instances mergers can be elected as an economic or political response by an organization seeking survival in their field; these are referred to as external forces for change (Cochlan & Brannick, 2010).

An organizational merger can be defined simply as the joining of forces by two or more organizations in order to align resources, achieve corporate diversity, growth and rationalization, as well as to share responsibilities and possibly profits (Kavanagh & Ashkanasy, 2006). The forces that drive the change depend on the kind of business or industry on which those organizations operate.

Political or government organizations are not in business to increase profit margins but they exist to serve the communities in which they exist. Striving for excellent service delivery motivates these kinds of organizations because that is how they collect revenue from satisfied clients. Unhappy community members or clients go on service delivery protests and do not pay for the services rendered (Mail & Guardian, 2015). These protests could have devastating results on the already stretched community resources, such as roads, community centers like the libraries, and municipal offices. These resources have been torched and destroyed by angry mobs in their attempt to be heard and included in a system that to their understanding is discriminating to the poor areas and services only the elite areas.

2.2. GLOBAL TRANSFORMATION

Global technological advances make it possible for new discoveries and inventions on a daily sometimes hourly basis; it is therefore not surprising that human beings are evolving at such a high rate as they are. Technological advances has made it possible to measure the climate fluctuations and rock activity to indicate biological contents on other planets like Mars for instance (McSween, 2006). For over three decades scientists have been studying and monitoring this phenomenon on this planet, which was previously thought to have had no life sustainability. Recent discoveries of melting ice particles on Mars (Hecht, 2002), has proven beyond the shadow of a doubt that even though there may not be certainty about the sustainability of human life as yet, life in a form of plants could be sustained on Mars (Carr, 2007).

This is an extreme example of global transformation and discovery, but what it means for human beings on planet Earth is that technological and scientific advances have become instantaneous daily occurrences. Technology shapes how we think about phenomena; it can greatly expand and transform our thinking in a positive way.

On the other side of the coin technological advances can put pressure not only on individuals but also on organizations to change. This change can be in their systems, strategies and structures failing which they risk becoming obsolete as the world becomes smaller and faster by the minute.
The ways in which human beings communicate have changed substantially over the past few decades to the extent that those who resist changing with the times or adjusting are left out without "social connections".

Human beings have become systematically isolated from one another and have lost touch with their reality because they live in a virtual world that provides instant gratification, where one can become anything they wish to become. Inside such a world there is little expectation for one to take responsibility for one's actions. Technology and social media dictates how people should live and behave, lest they risk losing their illusive "social connection". Human beings have become excess consumers of anything and everything thrown at them by marketers through advertising. Businesses are so focused on production and their profit share that the negative environmental effects resultant from production of their goods are ignored or postponed. Saving the planet for the future generations has taken a back seat in most (Loy, 1997).

These are some of the extreme examples of how change can be negative when understood from a global, international, local as well as individual context. Transformation should effectively begin from an individual level. The individual contribution and willingness to change and adapt is the link to solving global and organizational transformation apparently. An obsession with market share versus bringing value to the consumer has proven detrimental to many local and international organizations (Van der Merwe, 2014).

An unwillingness to understand what the consumer needs and an over reliance on pushing the product may ultimately lead to loss of profit; customer centricity may be the answer to finding balance between these factors. Learning about the customer's wants and needs could save an organization from losing its customer base and could lead to attracting new customers. Customer centricity involves asking the customer what they want and observing their behavior in their natural environment (Vandermerwe 2014, 35).

From the positive viewpoint focus can be redirected to the vast number of international and local organizations that are spreading messages of hope for the world through various environmental friendly projects that aim to reverse climate change and prevent further damage to the Earth

(Castano, 2015). The balance can be achieved through these two schools of thought allowing a paradigm shift and merging their ideas to gain more customers, higher revenues, happier employees, more responsible leaders and a healthier environment. This may be a simplified version of balancing the technological advances and saving the human race strategic scales, however it involves a deeper understanding of the consumer and a willingness from organizations to see beyond the surface and how they might do more good and less harm.

2.3. TRANSFORMING THE COUNTRY

The next sections aim to show a subtle but significant link between how South African Labour industry has evolved and the impact of the systems that were put in place prior to 1994 to the lay laborers also referred to as blue collar worker in their personal capacity on an emotional, physical and psychological state of being. It would be comfortable to overlook the unspoken decay that ensued however it is to the benefit of society to become aware of how deep the scars of the blue collar worker run.

2.3.1. The history of South African Industry

1652-1871

The origin of People in South Africa

Black people are originally from the Congo in Northern part of Africa. The original name of black people was Bantu; they travelled around looking for minerals, gathering various natural resources in the different countries of Africa. The original people to settle in South Africa were the Khoikhoi (Hottentots) as well as the San whom are also known as Bushmen, (hunter-gatherers). They would later be integrated to become Khoesan now (Khoi San). Their place of origin is not clearly mapped out in history; however it is known that they were the first people who interacted with the White Settlers that first came to South Africa by the sea after a shipwreck (Stull, Kenyhercz & L'Abbé, 2014).

There were also the Nguni classified according to their spoken languages (Xhosa, Zulu, Swati and Ndebele), Shangaan (Venda, and Tsonga), Sotho (Tswana, Pedi and Sotho), Khoi, Sans (Cape) and Asians (Beck, 2013). These other nations were spread across South Africa in what is now known as South African Provinces.

Adaptability of the People of origin

The White settlers would take any Khoi and San women of their choice which resulted to the women giving birth to the white settlers' children. That is how the mixed race colored Griqua people came into existence according to Beck (2013).

Through the years there has been an evolution of the mixed race people leading to a decline of the original Khoikhoi and Bushmen, which lead to them later merging to form one tribe the Khoesan. According to studies conducted by Schlebusch, Skoglund, Sjödin, Gattepaille, Hernandez,… & Jakobsson (2012), the history of the Khoesan is very complex however they were found to be highly adaptable to environmental changes to climate fluctuations, immune system functioning etc. Although their original language is rapidly disappearing it can still be traced to other neighboring nations like the Xhosa language speaking people, which share the cliques similar to those of the Khoesan people's language. The Xhosa speaking people are originally from the Eastern part of the Cape.

Through migration and colonialization they moved around to where the industries were booming which resulted into intercultural merging.

Mixed race children

Stull et al. (2014) found that not all mixed race children born in this era were children with the slave status, the history records show that there were free black women who married the white men back in the 1700s. History also reveals that in the 1800's the law was changed to revoke the rights of mixed race couples by passing a bill prohibiting mixed race marriages. The unjust laws imposed on the people of colour escalated and remained unchecked for decades; however younger generations would later revolt against the injustices and resist slavery and oppression.

Resistance against slavery

Years later there would be resistance against slavery which would be led by the very children who were born out of slavery (Peires, 1982). These offspring were not white nor were they completely Khoi or San, they were different in their appearance but could never fully enjoy the benefits of being half white because they were as a result of violence and born into slavery.

Through decades it seems that South Africans who became citizens either by birth or immigration have been fighting off some kind of oppression from foreigners especially the white people.

White settlers dominated and attempted to bring change to the country through their different industries but the people ultimately resisted. Through the years various heroes from different nations would emerge to influence the people to resist domination of any kind by a white person. One such individual was Adam Kok, an activist for the Khoi nation. He had visions of emancipation from slavery and lobbied with others like himself to influence their people to resist oppression (Jacobs, 2008). It would take decades, bloodshed and assistance from other countries for South Africa to enjoy freedom of its people.

Mahatma Gandhi was a lawyer of Indian origin but had settled in Natal during his teachings. He protested against the oppression of his and other people though his teachings and the practice of hunger strike. He coined the term of non- violent protests according to Dalton (2013). He would later be a prominent resister of slavery and hero not only to his people but to the world over.

The Farming and Agriculture Industry

The White Colonists saw an opportunity to settle in the country and to cultivate the rich African soil. Agriculture and Farming were the first form of industry that came about in South Africa during this era in the Cape of Good Hope under Commander Jan van Riebeeck (Beck, 2013).

The Dutch were the first white settlers to arrive at the Cape now known as Cape Town. These people were voyagers trading with India from the Dutch East India Company, when they discovered a harbor in the Cape which they decided to make their half way station every time they travelled (Stull et al., 2014). By 1671 the white settlers had developed their first colony in their land they had bought from the natives, the Hottentots (Beck, 2013). Dutch was the only official language that was permitted at schools, the French lost their identity.

More restrictions were put on the natives pushing them off their land eventually. Those who remained independent struggled to survive and would ultimately move further North of Africa. The Khoi first tried to resist the White settlers, then a war had ensued which was won by the settlers because of their know how in modern weaponry. They could not survive on their own therefore sought work from the White farmers. The Khoi and San became the first formalized workmen in South Africa (Stull et al., 2014).

The farming and agriculture industry began in a form of forced labour by the White settlers who dominated the Khoi and the San people. They were systematically turned into slaves. Their oppression was maintained through violence and harsh punishments to any who resisted.

The wine Industry

The wine industry was born in the Cape between the 1700 and 1839 according to Elphick and Giliomee (2014).

There would be shortages of slaves as time went by due to high production demands. The shortages resulted in the Chinese people being imported to South Africa to plant and harvest the winery. This is how more Chinese people became displaced in South Africa; they have now been legislatively declared as Black people due to the oppression and injustices they endured at the hands of a White settlers as much as the black people did.

The Sugarcane plantation Industry

According to an article by Elphick and Giliomee (2014) the plantations were the beginning of the South African workplace that connected the country to the world economy. In 1860 in KwaZulu Natal also known as KZN, about 300 Indian slaves were brought in to plant the sugarcane because the Zulu speaking people had resisted slavery. The Zulu people had declared an Anglo-Zulu war against the White settlers in the 1800s according to Houston et al., (2014).

1871-1911

Minerals and Mining

Diamonds were discovered in Kimberly by a team headed by Cecil John Rhodes. De Beers is the oldest and most successfully run mining company in South Africa, Attwell (2005). In 1860s Gold was discovered in the Eastern Transvaal now known as Mpumalanga. The Cape was conquered by the Dutch who were later moved out by British Settlers. Wars between the two nations intensified with the discoveries of Diamonds and Gold in Free State and in the then Transvaal now known as Gauteng respectively. The British and the "Boer"/ Afrikaner fought over the control of the Gold and Diamonds territory. From 1910 to 1960 South Africa was under the British rule. By this time the black people had conceded land ownership to the white settlers who were at war with one another for power and control. After the Boer won the land from the English, they sought to reverse what they viewed as injustice for their sake.

Historically they had lost their identity when the English had abolished their native language and made English the official language of trade. The apartheid policy which was instituted in 1948 was their way of regaining control, part of the legislation dictated that Afrikaans be made the official language of South Africa (Ginsburg, 2011).

It is ironic that the natives of South Africa almost became spectators to the wars being fought by "foreigners" over the natural minerals and resources that should have belonged to them had they realized its value and not fought amongst themselves for power. Historically greed for power and wealth has always led to a great fall of nations. South Africa has been no exception. Controversially it would seem that the white settlers were historically responsible for this country's economic development and prosperity although some may argue that the price was too high to pay when it came to losing their identity and humanity also referred to as "Ubuntu" which is the virtue best known to the indigenous people. History keeps repeating itself in a different context in every decade. One can almost predict the course that South Africa will take next considering the recent announcements in the daily news. This could be the decade of being dominated by China due to the rescue deal reached with the ruling party recently (Vickers 2012; Biznews.com, August 2015). Every time a country is unable to handle its own finances it opens itself up for domination by those that can.

1948-1994

The Apartheid Policy

South Africa as a country has gone through a vast amount of transformation in the past twenty years. The transformation of a country is almost always linked to its political journey. The South African government that ruled before 1994 designed an Apartheid policy that would change the country and the course of history in Africa forever, Vandenbosch (2015).

This policy was created on the premise of "good fences make good neighbors"; if neighbors do not see one another they are unlikely to interfere in each other's business. The policy of separation but equal was contradictory in that it ensured that white people of the country were seen as superior and other races inferior.

The superior would be afforded all the privileges of choosing where to live, study and work. Their children would receive the best education and national and international traveling privileges available at the time.

Displacement

Racial discrimination by the white supremacy government resulted in disempowering all people of colour: Blacks, Coloureds and Indians. In accordance with the Natives (Urban Areas Act No. 21 of 1923) black people were moved away from the White urban areas and it was made illegal to stay in an urban area unless the individuals were labourers there and had permits allowing them. Those deemed to be idling or surplus were forced to move to the job reserve campsites. These job reserves made it easy for the industry to have access to cheap labour anytime they needed it. There were many other laws like this one which regulated how and where black people worked including making it illegal to belong to a trade union.

The segregation of land meant that white people lived in better, bigger areas, whilst the other groups were moved from their motherland to undesirable areas. A large number of people were displaced into small uninhabitable land which resulted in overpopulation and overcrowding (Huchzermeyer 2008). The then government provided housing for these groups with electricity and running water in some places but nothing in other areas.

According to Callinicos (1996) the housing waiting lists were very long and so there was a rising number of slums and ghettos where it was each man for his own survival. Crime statistics are bound to rise in crammed areas where resources are scarce.

Privacy

The problem with government housing provided for in that era was that there was no indoor plumbing, taps were fitted on the outside of the house and so was the only toilet of the household. There were no bathrooms; therefore people had to become creative at bath time. One black household out of five had running water as opposed to all of white households (Callinicos 1996). Privacy was problematic for these families because some bedrooms doubled up as bathrooms in terms of their uses; kitchens and dining rooms doubled up as bedrooms at night. The yard sizes and the wages were respectively too little to build any substantial extension to the houses.

According to Ernstson, van der Leeuw, Redman, Meffert, Davis, Alfsen and Elmqvist (2010) the black people have shown an incredibly resilient spirit that allowed them to transition from oppression to becoming victors. They achieved it through creativity and innovation in order to address the overpopulation problem that had been created by the legal policies of that era.

Communities began building tin houses also known as shacks in order to solve the privacy and overcrowding problem. These makeshift homes are clearly visible to all who drive past the "locations" and have become the permanent colorful or shiny symbols of survival all around the black areas even to this day. What began as a problem solving activity had inadvertently brought about an economic boom for corrugated iron merchants and other home builders in the surrounding areas. Through time shacks have become an acceptable form of housing amongst black people as they had become adaptable to their fate and reality. A new culture of shack dwellers grew out of necessity and acceptance of circumstances.

Career options

A new educational system was developed for the black people called the Bantu Education; "Bantu" means, people in a Zulu language. The system controlled how much or less the black children would have access to information and learning material. They would learn enough to be able to efficiently work for their white counterparts at their factories, businesses, homes and shops upon completion.

According to Hyslop (2010) the National Party's Bantu education policy aimed to address a looming economic strain as it became inadequate to manage the growing urbanized communities due to the influx of people to the cities. This may have been so but one fails to understand the reason the education could not be of similar standards as that of the whites, surely the blacks would have been able to grasp the quality education if given the opportunity. The issue was that because most black people could not speak English fluently, they were regarded as what (Ginsburg, 2011) term "feebleminded".

With Bantu Education career options became limited to the caring professions; nursing; social worker; teacher, lawyer and administrator. Even then the quality of the knowledge was lacking as there were very limited books and information open to blacks at the time. The prominent governments jobs open to people of colour were mainly in administration. The prevalent jobs open to blacks then were tea girl, garden "boy" and maid also known as the domestic worker. These were names bestowed upon adult black people at the time. White children were able to address them using these names or their first names when referring to the household help.

These home assistant workers were expected to respect the children and refer to them as “Baas and Madam”; these are Afrikaans words meaning Sir and Madam despite the fact that the same respect was not reciprocated by the children.

Ginsburg (2011) captures the psychosocial effects of this kind of degradation and humiliation of the black men and women at work. She observed that with the prominence of the Apartheid policies, even the white foreign women who had been underprivileged by virtue of being foreigners to South Africa had upgraded their income status due to the colour of their skin. The consequence was that they were then afforded better employment and could quit being house maids. The madams were now at the mercy of the “feeble minded” black maid and house boy. The fact that these two were not used to the urban style of living meant that the white madams accepted their service begrudgingly with contempt because she regarded them as slow thinking simple people who did not understand her high standards of living.
According to Ginsburg (2011) Coloured and Indian workers were preferred but due to their scarcity in the then called Transvaal area now known as the Gauteng Province, they had to settle for the black lady as their maid. The black people with light skin complexion were mostly favored, in industries, they could get office “tea girl” jobs where they also did some admin work for the office; the men would be messengers delivering post and other small parcels to the offices.

Sense of belonging

The racial oppression was so intense that most people changed their personalities to mimic those of their white counterparts. Everything white became superior. If an individual had anything people saw as beautiful or expensive, they were seen to as “being White”. It was such a psychological reprogramming that it had left a permanent mark on black people’s psyche.

The “black” classified people of that apartheid era suffered from what Prilleltensky (2010, 2) refers to as community oppression. The oppression affected those who belonged to the same group based on their similarities; in this case it was the colour of their skin. His teachings are that “the opposite of oppression is resilience”, which can inspire the people to seek social justice as they attempt to rise above their impediments and ultimately realize what he coined as “psychopolitical wellbeing”. The racial injustice of apartheid had led black people to despising their own skin colour. The black skin formed a core of their being, however in that era, the dark skin represented limitations to their perceived success, therefore people sought alternatives to escape and rise above their skin colour.

Effects of Apartheid at the workplace

In the workplace, employing more light skinned people in better positions caused a divide between the very dark and the very light skinned people at work. The favorites would be at their best behavior and would also spy on the unfavoured which kept them both in line.

Light skinned black people got preferential treatment from white people (Savage, 2012) they were also promoted to higher positions at work than their darker skin counterparts.

The reason for this is simply anthropological; human beings generally relate better to people that they perceive to be similar to them. Research into the influences of successful selection of candidates in job interviews has shown that bias towards a candidate is one of the subtle but substantial factors.

In some cases candidates are favored based on the "similar to me effect" a term referring a bias towards a job candidate simply because of identified similarities with the interviewer. According to a study conducted by Sears & Rowe (2003) this kind of bias can be based on race, gender, attitude as well as demographics in some cases. Their findings also indicated that this kind of error does not mean that the candidate is not suitable based on their other attributes like qualifications and experience and so on, however the similar to me effect does positively influence the candidate's ultimate appointment for a certain position.

Rand and Wexley's earlier study conducted in 1975 on this effect had shown that race had not been a substantial influential factor but rather the biographical similarity had been rated higher even to the applicants' physical attractiveness. The conclusions that one can draw upon these findings then is that an appointment of an employee goes beyond just matching their qualifications and experience regardless of how professional the interviewer may be; some bias is always present in the final decision of candidate selection.

The white people of the apartheid era were more drawn to those who displayed a close resemblance to themselves in terms of skin colour. More and more black people aspired to become light skinned so as to enjoy the benefits that came with it. Some achieved lighter skin complexions through creams that promised to make people light and beautiful. A majority of dark skin black people in the seventies lightened their skin tone and even changed their names to sound more Coloured to attain better jobs and thus suffer less discrimination.

The act of survival in this generation would carry with it negative psychological effects resulting in self-hatred to the darker skin amongst the younger generations.

According to a study conducted by Harper (2012) black children preferred white dolls to black dolls as they associated the white dolls with privilege and beauty and not the black dolls. When the oppressor has spent years downgrading and reinforcing the fact that black is lazy, ugly and dirty, the oppressed black person begins to believe it and will want to associate with that which the oppressor approves. The oppressed individual will emulate their oppressors in order to be validated as beautiful and belonging to a socially acceptable group.

This issue conveys an interesting argument about human behavior seeking acceptance as a result of socialization (Aronfreed 2013); the more people look similar to other people the more they are likely to feel special and yet this defies the very definition of special which according to the Oxford dictionary encompasses "unusual" and "distinct".

Psycho-cultural Decay

Historically black people had always prided themselves at practicing "Ubuntu"; loosely translated as being hospitable and humane to your fellow men, regardless of their origin. Ubuntu encompasses being a gracious and generous host to strangers.

The Apartheid policy was the most inhumane and cruel political strategy in the history of South Africa but it was also very brilliant. This observation may sound controversial and has the potential to upset some groups of individuals however what needs to be acknowledged is the fact that as DuBois (as cited in Magubane 2004) observed, there were eleven million black South Africans who through a psychosocial-political reprogramming ended up being oppressed and "disenfranchised" in their country of origin by the minority two and a half million whites. The transformation took years to complete and one may need to have a historical background in order to understand the context in which apartheid came to effect.

It had begun with the subtle psychological manipulation of those individuals who were deemed "feebleminded" under the guise of progress and promise of wealth and prestige to those who were influential in the communities. Once the policies had been infiltrated into society, it became difficult to change. Policy amendments were out of the question, by the time Black people realized what had happened, it had been too late. The Apartheid laws were violently enforced to instill fear to those who resisted.

The black people who spied and reported on the resistance groups were generously compensated, (Marschall, 2010). This was a strategy to peel away their Ubuntu philosophy that glued them together in a divide and conquer manner.

With time the black people uprising against the Apartheid regime became stronger, despite them having black informants within the political ranks of the resistance movement. The "spies" who were found out were burned in the cruelest manner in front of the whole community in what was termed "necklacing". According to Marschall (2010) this is a practice achieved by placing a rubber tire around the "guilty" individual and dousing them in petrol to set them alight. The crowd would then chant political slogans until the flames had died down and the individual was no more.
The necklacing method was used by the Black movement regime as a counter measure to deter informants from reporting to the Apartheid regime on the political movement's activities.

In the rural areas black people fought amongst themselves for control over the tribal lands and political affiliation. The IFP which mostly were Zulu speaking people fought against the ANC which mostly were Xhosa speaking people, while the rest of the language speakers were caught in between (Ellis & Sechaba 1992). It was seen as betrayal when a Zulu speaking individual especially the youth joined the ANC.

The expectation was that the youth would naturally follow their traditional leaders. In contrast the youth made their own decisions as to which party to follow and discarded those expectations electing to think for themselves.

In the ghettos/ townships, there was a division of areas by their ethnic/ cultural/ tribal groups Marschall (2010). Due to the scarcity of resources, people began fighting over areas; there was an uprising of tribal wars in these areas. The people who spoke certain languages there did not travel to certain areas, they had to stay in their arears or face being killed.

Black people were divided, isolated and hated one another but they could not clearly comprehend why; Ubuntu had perished amongst the black society.
The country was plagued by civil unrests and chaos brought by human injustices imposed on black people by their white oppressors. In reaction to the civil unrests, a pass law was instituted where black people had to carry with them a permit to pass in certain white areas. Should they not have it they would be arrested on suspicion of being political spies according to Mamdani (2015).

Black spies for the regime were bought to report on any political activities by mostly the ANC that would be planned against the whites' supremacy.

South Africa saw a growing number of people joining political parties like the ANC (African National Congress) and IFP (Inkatha Freedom Party) and Umkhonto Wesizwe to name but a few, in order to join forces in a the political struggle against apartheid (Ellis & Sechaba 1992). During the Apartheid era Black people were not allowed to vote in the National Party elections and therefore had no say on how the country was run. This led to the black political parties' number one goal: to realize a democratically elected state. Some political leaders fled the country to gather support from the northern African countries.

The ones that stayed behind paid the ultimate price. In 1963 about 19 of ANC leaders (amongst them was Nelson Mandela) were apprehended at the Lilieslief Farm during a police raid (Nicholson 2013). The farm had been used as a hiding place for strategizing to overthrow the Apartheid regime. The ANC Leaders received life sentences in jail after the famous Rivonia trial which was staged as an example to those who defied the Apartheid laws.

Economic decline

Black people finally realized their mistake in fighting amongst one another and banded together once more to boycott "white" foreign people's businesses (Habib 2005).

All people in Gauteng were banned from shopping at the big retailors because they were making money in the country and not assisting to fight against apartheid. Those who defied this boycott saw their groceries strewn across the road or poured on top of their heads by mobs of people and some would get a harsh beating to serve as a deterrent to other would be transgressors. Both Black and White sides were in a desperate position to maintain whatever power they each still had. A state of emergency had been declared in the 1980's by the Apartheid regime in their attempts to suppress the apparently unruly but growing number of anti-apartheid organizations that were mushrooming in the form of NGO's and worker unions.

More young men were arrested for political unrests. Most young men fled to the rural areas to avoid detention that had become the order of the day by the Apartheid regime police forces in order to destabilize the opposition movements' resistance tactics. Attending school for the young activists became secondary; the freedom struggle was their primary concern with the hope of achieving political emancipation (Habib 2003).

More young people became active in the struggle upon seeing these injustices. They rose up against the regime when it attempted to make Afrikaans as a language of instruction in all black schools. On a fateful day on the 16th of June 1976, the pupils from different Soweto schools arranged a "peaceful" march against Afrikaans as a mode of instruction policy. The police received an instruction to shoot with live ammunition towards school children who were armed with bottles and stones while some were unarmed. The world had had enough of the bloodshed in South Africa!
The country was in tatters, ungovernable and suffered an economic decline as the world had turned its back on it. Most white people fled to protect their hard earned possessions. Some were black people sympathizers who fled to shield their children from the atrocities of Apartheid. Other white activists fled to garner more support from overseas countries that could help end apartheid, whilst others stayed and actively participated in the black union movements (Buhlungu 2006). Not all white people approved of the segregation laws and they fought to see justice prevail even at the risk of their own demise.

Ubuntu is not only an African concept, it seems all people are born with it and only some few power hungry mongers who are politically elevated will at some point in time influence the change of history by electing to forget those values.

The birth of Labour parties

The labour unions were started by white people to protect their interests in the workplace. Black people were discouraged from becoming unionized as this was in the late 1800s and racial oppression was rife. By 1948 black organized trade union representing different sectors, like COSATU, FEDUSA, NACTU, and CONSAWU had mushroomed and would go a long way to influence the labour legislation that currently exists to this date (Buhlungu 2006). Some of these union organizations formed alliances with one another or with other political parties, resulting in them changing their names. The country could not afford an economic meltdown since it is one of the richest in terms of natural and mineral resources in the world. It is important to note that there were White, Coloured and Indian people who sympathized with blacks and fought with them either through labour unions or through political parties in order to annihilate black segregation policies. Overseas investors would put pressure to the industries to negotiate and reach amicable settlements with the black unions which were ultimately enabled to engage on somewhat equal basis as the white organized unions (Nesbitt, 2004).

The black trade unions together with church organizations would be the catalysts that would ultimately unravel the Apartheid system in South Africa through their underground system of passing messages to the relevant political resistance stronghold and organized labour action. Labour resistance would be the appropriate tool that would eventually bring the regime to its knees (SA history online, 2015).

Emancipation

After (27) twenty seven years of imprisonment, Nelson Mandela was released from jail, South Africa would be free at last. According to Becker (2013), the National Party had been under tremendous pressure to right their wrongs against South African people of colour from the European Union, and other Human rights Organizations. The other countries had taken a decision to exclude South Africa from trading with them. The country faced total economic annihilation, until its then political leader F.W. De Klerk announced a decision to the world that would change the course of the country forever. Nelson Mandela was to be freed (Bruce& Claus, 2014). It would take a lot of patience, courage and tears to realize this great transformation but the country would be governed by their democratically elected leaders from then on. The country was alive with excitement after the year 1990. This was especially true for black people with the release from prison of their "freedom fighters" formally referred to as terrorists by the former white supremacy government.

Post-Apartheid Society

The charismatic Nelson Rolihlahla Mandela became the first democratically elected President of South Africa on the 27th April 1994. Many black South Africans still question whether Mandela freed the country during those negotiations because black people still conceded their land even on the other side of Apartheid he still could not bring home the land (Posel, 2015). There had been many a slogans chanted prior to "freedom" on getting back the land to its rightful owners, the natives, however majority of South African land remained with the minority white.

One may ask if this is a fair price for Black South Africans to pay, imagining how things could have turned out had the National Party refused to negotiate with the "terrorists" (Pruitt, 2006). This question remains in the minds of Africans, did Mandela really betray the country by giving up too soon on the land reform issue or did he avert an ugly civil war? One can only utilize imagination on how South Africa would be like socioeconomically.

2.3.2. Transforming the Workplace

Affirmative Action

The country had somewhat stabilized politically after 1994, when Mandela became the first democratically elected president, black people's dignity was restored. Many laws and policies were reviewed and developed that would redress the imbalances of the past especially in the workplace. To name but a few pertinent policies: the Employment Equity Act, which makes allowances for the previously disadvantaged groups, women and people living with disabilities. There is also a policy of affirmative action aimed at affording people of colour the opportunities to be placed in good jobs that they deserved based on their qualifications and experience (Deakin & Morris 2012). The workplace changed and it looked like apartheid was reversed towards the white people, especially the white male. Qualified white women still benefited based on the gender quota that the Employment Equity law requires from all South African employers.

The oppression of the mind

Oppression can also affect the mental state of mind of the oppressed. It took years to programme the mind of the black person in South Africa to accept the violation of their human rights in ways that were humanely unacceptable.

The human mind can be fooled into assimilating oppression with normalcy (Prilleltensky, 2003). Many black leaders still look to the white oppressor to lead behind the scenes because they are psychologically stunted to make difficult leadership decisions. A typical example is that of the two formidable female political leaders of the (DA) Democratic Alliance, Helen Zille vs Agang's Dr. Mamphela Ramphele.

The former rose up to run for elections with hopes of being President only to be destroyed before she even uttered a word to South Africa on what her political organization stood for (Engel, 2014). Zille had announced to the press that Ramphele would be the face of the DA Presidential candidate going into elections in 2014 ensuring that if the party won she would be the first South African Black and female President. Within a few hours after the announcement, Ramphele had a change of heart and called her own press conference to announce that she was withdrawing because there had been a miscommunication about her position in the DA.

Ramphele's statement was only made after she realized that there was an outcry from her followers about how she could permit a white political party to poach her even before her own party was formally introduced to the voting polls. Needless to say Agang performed poorly in the polls with only 0.28% in the National elections according to the (IEC) Independent Electoral Commission, (2014). One might surmise that the people felt betrayed and lost their trust in her, and therefore in the organization itself. A couple of months thereafter Ramphele announced that she was quitting politics and going back to being a citizen to fulfil her dream of empowering women and youth (Mail & Guardian, 2014 July).

Zille had proven her point that she is a resilient and formidable political foe who is a strong force to be reckoned with. She had conquered by keeping her enemies close to her in order to learn their weaknesses. One can only speculate that Ramphele's weaknesses must have been fear of losing and the hunger for power. Zille continues to lead the DA from the background. Having a black face in a form of Mmusi Maimane as the Presidential Candidate and Leader behind her political organization she has potential to achieve the unthinkable; to actually win South African next democratic elections to become the majority party in parliament (ENCA, 2015 May). That would guarantee that the next five years of South African parliamentary discourse is not only for the history books but an exhilarating experience for the common man. Controversy in parliament already begun with the entry of newcomers EFF (Economic Freedom Fighters) in 2014's National elections.

They came to parliament with a fresh approach, with their members of parliament (MPs) refusing to speak English or to adhere to a certain dress code or to respect the rules of protocol, all in the name of asserting their democratic rights (News 24, 2015 Dec).

Gender and Racial Inequality in the world of work

Prior to 1994 the South African white male had been afforded great opportunities to succeed and be great in whatever career they chose. The affirmative action law had not negatively affected him as he remained on top economically.

Most businesses in South Africa had been owned by the white male and he had all the tools he needed in terms of quality schooling, business connections and parental financial support to start any empire of their choosing. Twenty years on one might wonder how the white male is affected in the world of work, when all the top positions would be preferably given to black males in terms of the policy of Affirmative Action.

Post- apartheid in the business world, the white male is able move his empire abroad as a proactive measure or in fear of losing out due to the current business legislated policies that support the (BEE) Black Economic Empowerment. The policy aims to redress the segregation of blacks from tangible business and work opportunities(Carmody, 2002).

Women have been historically disadvantaged in the world of work, despite the colour of their skin when compared to their male counterparts. Black females in South Africa, although they earn good salaries are still not close to their male counterparts; Women everywhere earn substantially lesser than men who are equally qualified. Studies conducted by Platt, Prins, Bates, and Keyes (2015) show that this is a major contributor to women developing depression and anxiety in the workplace. It may even account for desperate kind of behaviors such as the pulling her down syndrome (PHD). This is a term conceived by Felicia Mabuza- Suttle who was South Africa's first black female talk show host in the early 90's (Bona 2014, August). PHD describes the plight of women in the world of work having to fight to destroy or sabotage one another in order to survive, thrive and gain recognition. This is also because there are limited leadership and decision making positions open to women in the world of work, and with even fewer business opportunities not only in South Africa but worldwide (Franić, 2015).

In conclusion from the origins of the African workplace to the modern workplace currently under scrutiny major factors have remained common threads to how change is managed in the workplace. Gender and race have long been and remain major contributing factors in how organizations conduct themselves; whether to include or exclude minorities for various reasons as already mentioned above. It can therefore be concluded that change in the workplace can almost certainly be influenced internally by gender and race and externally by forces like politics as in the case of Local Government. It would be naïve to think that business specifically African business is immune from such influences although private business might be to a lesser effect than government organizations. Remaining aware of such influences can guide organizations to tread carefully and ethically question their ethics before embarking on major transformations that could potentially impact negatively to the entire country's economy and the planet's survival.

2.4 ORGANIZATIONAL CHANGE MANAGEMENT

MUNICIPAL MERGER

The Municipality is a public organization that exists to serve its demarcated community areas. The municipal boundaries of community areas may from time to time be re-determined in order to accommodate expanding communities that may not be serviced by any municipalities due to previous boundaries as prescribed in accordance with the Municipal Demarcation Board Act 75 of 1998 and Section 2 of the Local Government Municipal Structures Act of 1998. A Municipal merger is one form of an organizational change management process that may result during such instances, however prior to that, community members are consulted by local political councilors to consider the feasibility and timing of successfully implementing the merger with minimal negative impact on the targeted communities. During the community consultative process (imbizo), politicians visit different areas in an attempt to sell their political mandates to the community.

The community consultation process is generally for dissemination of information about the merger and not for its contemplation, because Parliament would have by then concluded on the need to merge according to the 2014/2015 Municipal Demarcation Board gazette 8/2015. Although South Africa's main opposition party the Democratic Alliance (DA) has taken the Board to court to have the decision to re-determine some Municipality boundaries reversed, only a few succeeded with the rest of municipal boundaries being re-determined to merge.

This paper explores the perception of a pending organizational change (merger) on the cleaners of the two local Municipalities that are about to embark on a municipal merger. In this chapter, the organizational change management theoretical frameworks are reviewed in terms of change resistance, readiness, leadership and organizational culture. The findings of this small scale research cannot be generalized to the population due to its size; however the study could contribute positively through insight to the improvement of local government's effective planning and implementation of future change strategies.

2.4.1 Organizational Change Management

According to the Municipal Demarcation Board Act 75 of 1998, there are three types of boundary determinations that may be recommended by the Municipal Demarcation Board (MDB) depending on what is the identified need of that community. The first type is a minor boundary adjustment where a property might fall into two municipalities and the demarcation would have to be reviewed

to allocate that property to the right Municipality, this process is aptly named: Technical and Minor boundary redetermination.

The second type consists of a medium scale boundary redetermination which affects larger communities and voters because it might have an impact on ward allocations but not on service delivery because resources may not be removed from one ward to the other. It promotes an integration of communities and is called Consolidations and Annexations.

The last type is the kind that the Municipalities in the research study will be going through, it is named; Amalgamation and Categorization. According to Municipal Demarcation Board gazette 8/2015, "the outcome of this type of re-determination includes the merging of adjacent municipalities; the splitting of municipal areas to create municipal areas which will result in that the responsible MEC will need to disestablish an existing municipality or municipalities, and establish a new municipality or municipalities". The National Minister responsible for Local Government, SALGA (South African Local Government Association and the MEC (Member of Electoral Committee) must be satisfied with the MDB's recommendation that a category A or B is necessary for that area before being presented at Parliament. The two Municipalities (currently both type D) to merge in the Westrand will form a type B (larger) Municipality and will change its name to embrace the change by the end of 2016; by 2020 that new Municipality will merge with another adjacent Municipality (Mogale City) to form a type A (metro) municipality. This is but one change management process which will precede another one four years later. The implications of all these changes are a concern to the employees of these local government organizations. The focus of this study is on the perceptions of the cleaners as they are normally only involved during implementation. It is important to explore how they feel and view the process.

The oxford dictionary defines change as "that which is or become different". Change is essential for growth and prosperity. A change in people's behavior owing to their new attitudes and behavioral thought patterns about a situation can lead to endless possible solutions to their problems. Stagnation may lead to the opposite outcome, as it limits change from taking effect in people's lives; limiting growth and opportunities to change behavior and thinking. Organizational change management is a process undertaken by the employer to support their employees during an uncertain change period. Change projects are employed to ensure organizational survival and the livelihood of its employees. Effective organizational change transpires in diverse stages that are carefully considered after the initial decision to move towards an organizational transformation has been taken (van Dam, Oreg and Schyns 2008).

Organizational change theorists agree that there needs to be a constant involvement in change processes for organizations to survive in their fields of operation, be it in a form of minor change programmes to address the technological changes in society and business (Pablo & Javidan, 2004), or major change projects involving policy, mergers and takeovers (Osborne & Brown, 2013). Movement in an organization means there is life. Al-Shamlan and Al-Mudimigh (2011) define organizational change management in line with project management planning and implementation. This approach of integrating change with project management is logical because organizational change is not just one great project but can encompass different smaller projects in different phases each having their own planning and implementation strategies to achieve small wins towards the greater change implementation.

According to van Dam, Oreg and Schyns (2008) an ability to manage all individual projects effectively leads to a successful change management process. Hornstein, (2015); Leyland, Hunter and Dietrich (2009) endorse integrating project management processes with change management models. The reasoning behind the integration is to realize successful and sustainable change; current available change models are limited in that they are applied in silos over long term to bring about change. Silos refer to change imposed on employees without proper consultation and is politically influenced.

2.4.2 Change Resistance

Available literature suggests that merging can be one of the crucial processes that may enable an organization to amply respond to their current environmental and economic demands. With the economic and sociopolitical changes in South Africa and the world affecting the bottom line of organizations, it is not surprising that responsive change strategies become obligatory. The concern remains on how employees who are involved in enabling this transition are impacted?

The worst resolution that an organization could take would be is to plan, design and structure the change processes and attempt to implement them without consultation from the labour representatives as well engaging with their employees. That oversight would lead to sustainability failure as employees would resist the process. Resistance is a natural response from employees that experience sudden change; it can manifest cognitively, behaviorally and emotionally according to Dam, Oreg and Schyn (2008).

The unpredictability of any pending change can be both exhilarating and daunting to an individual. It could cause anxiety which would lead to resistance to change whilst the individual is considering their alternatives. Employees can always tell when a process is political due to the gossip train that is always on the lookout for any slight changes in the workplace. Employers cannot expect that employees will not discern or speculate why a certain change process is forced upon them. The result will always be resistance in order to await the employer to explain themselves as employees are aware that they are one of the most valuable resources in the workplaces. Change strategies that are not sustainable can be costly to an organization in terms of financial and human resources. When no proper explanation comes forth employees might feel lost and leave the organization whilst others disengage and become unproductive.

The process of merging two or more municipalities is a major change project and may not impact only the public servants employed within but also the consumers who pay for services rendered. The negative impact on the former could manifest as a result of anxiety about job security, whereas the latter group might view being merged with poor communities who usually do not pay for services as financially taxing and unfair.

Communities that are thriving would normally resist merging with less successful communities (Business Day live, 2015); (Miraftab, 2012). Members of these affluent communities are the stakeholders who could bring these change processes to a halt should they not buy into the political vision of those municipalities.
The success of a community is usually measured in terms of well-established infrastructure, high levels of safety and security, low crime statistics and easy accessibility to other areas with resources.

Change managers should be aware that resistance might be the key that blocks the successful implementation of any organizational change management processes (McKay, Kuntz & Näswall, 2013) which means every possible variable that may lead to resistance needs to be anticipated beforehand. Consumers are intelligent hard working people who under normal circumstances are able to choose and reject services according to their satisfaction. It stands to reason then that organizational change management may not only have internal change resistance to contend with but external resistance from the consumers of the business or organization as well.

Municipal services are begrudgingly accepted by community members due to lack of business competition or service alternative under normal circumstances. Having said that, customers can still boycott the Municipality in a form of service delivery protests Manala (2013); Nleya (2011), however history has shown that it is usually the customer who suffers without service. The Municipality is not the victor in this scenario either because it still needs to collect revenue in order to sustain itself. Clearly there is an interdependent relationship that exists between the two (Mpehle, 2012).

There are instances when organizations have to implement change as a response of an external pressure beyond their control, like sociopolitical influence and economic challenges. The solution would be to hold honest consultations and to hear what customers want before putting one's agenda on the table for negotiation. The practice of transparency might eliminate service delivery protests Nleya (2011); Alexander (2010) even though some protests have been known to be strategically incited by political opposition parties to test the resolve of the ruling party (Giliomee, Myburgh & Schlemmer 2001).

Politically the lesson here is that if consultation processes are properly followed and customer satisfaction maintained, opposition parties would not identify service delivery gaps against the ruling party. Whilst one might argue that local government merging is an attempt by the ruling political party to strengthen their political stronghold in the community, it is also possible to imagine that these kinds of strategies are as a result of careful organizational and community analysis conducted to increase service delivery in the identified areas. the same breath when employees are dissatisfied, that organization may be unable to fulfil its legislative mandate.

A counter argument is that organizational mergers are such high level business and political change processes, taking place over long periods of time in some instances that they need not involve all employees, especially the ones in lower ranks. These are part of business decision making that require management strategic thinking and planning (Ivancevich et. al, 2011). When a merger is introduced to the workplace, it is to be expected that a majority of employees might experience anxiety and uncertainty as to how the change would affect them personally, financially as well as socially. Involving every employee group during planning might confuse them, thus perpetuating more panic and confusion.

The uncertainty of the future outcome might lead to low productivity due to stress and anxiety (Imtiaz & Ahmad, 2009), however if the change processes on the whole are managed at a high level initially; resistance should occur only temporarily during the initial phases (Bryson, 2011).

The resistance by employees towards the merger could bring negative consequences for both employer and employee. Productivity levels could drop forcing the employer to have disciplinary procedures being instituted against employees who refuse to embrace change. Lower productivity mean less profit for organizations which mean fewer bonuses would be paid, affecting the bottom line of both employees and employer. Even though municipalities do not exist to generate profit, they still need to collect revenue which will enable service delivery.

2.4.3 Readiness for Change

Ideally employees should be seen as any organization's best asset. Their wellbeing should come first before profit as it pays off it the long term in terms of return on investment (Robison, 2010). These are individuals that could lift the organization to greater heights given the opportunity but have the potential to also bring it down should they be dissatisfied with the treatment from management.

The appointment of change managers who are on the frontline of the project of change whether it is the overall strategy or smaller projects that will lead to implementation is crucial. During the initial period of change management, the organization usually sets about garnering support for this cause in those considered talented in managing people.

On the surface the impact of organizational change on the cleaners who may be classified under the blue collar employees due to their occupational level; may seem negative. They only get involved in change management processes during the implementation stage due to their inherent job profiles (Kanten & Sadullah, 2012), however research has revealed that blue collar employees emerge as key stakeholders who if and when utilized properly could enable organizations to have seamless change processes due to their knowledge of the organization and loyalty towards it.

Kusstatscher and Cooper (2005) recognize that one cannot divorce themselves from emotions when it comes to major organizational changes; although her book does not focus on pre-mergers, she recognizes the value of how employee engagement at this stage would influence the success and failure of an organizational merger.

Emotions are likely to run high and loss of trust in the employer to increase if strategic plans are not clearly set out to employees well in the beginning of a planned change process. Although some employees may be curious and eager to welcome the change, a majority of them could feel threatened by the disruption in their daily routine (Osborne & Brown, 2013). This is especially true for employees not involved in the developing, planning and implementation of change strategies.

A similar study done by Rodrigues (2000), found that blue collar employees were presenting with various "negative symptoms and behaviors" just before the implementation of a change process they had not been involved in planning. These symptoms and behaviors ranged from physical aches and pains to increased absenteeism.

Her post- merger findings indicated that these symptoms lessened in the aftermath, a few months after the implementation when they could internalize the impact of the change process. The symptoms had affected productivity and morale in a negative way for a period of time.

This is evidence that the more employees regardless of the level are involved at the initial stage the better for the organization.

Greenberg and Baron (2008, 171) define emotions as "overt reactions that express feelings about events". They distinguish between different types of emotions; self-conscious and social emotions:

Self-conscious emotions are those that develop from within the individual, whilst the social emotions stem from our interaction with the environment around us.

These emotions are further categorized into six major kinds of emotions (Anger, Fear, Love, Joy, Sadness and Surprise). There are also sub categories within these major categories except for surprise.

- **Self-conscious emotions include:** Guilt, shame, embarrassment, pride.
- **Social emotions include:** Pity, jealousy, envy and scorn.

Emotions further affect individual's moods throughout the day, when stimuli are perceived as pleasant, the mood will be positive and vice versa.

In the case of negative perception of a workplace change, employees can remain unpleasant which could influence their overall productivity (Dam, Oreg and Schyns, 2008).

An important point to consider is that if employees were content with their organization before the merger and they had a sense of belonging and job satisfaction, they are less likely to identify with the new organization after the merger.

The new organization would have disrupted their social identity as outlined by the Terry et al., (as cited in Kusstatscher, 2005, 66). This is what they found in their study to analyze employees in group identification and in-group bias and out group discrimination. The new organizational culture was rejected outright and employees needed more time to accept the change.

In another related study by Knippenberg (as cited in Kusstatscher, 2005) they found that there is a positive relationship between organizational identification and work motivation, task performance and contextual performance. What this means for change managers then is that the more people experience job satisfaction, the better their performance. These are the individuals to focus on during the planning of change processes because they have more to lose from the change and also because they are the high performers.

These are individuals who are more likely to have been in the organization longer and would be in a better position to influence others should they buy in to the need for organizational change. In contrast these individuals could be strong opposition of change and the change manager needs to keep a close eye on their activities which could be detrimental to their change attempts.

2.4.3.1 Leadership

History has shown that organizations that survive in the long term are those with dynamic innovative leaders who are change drivers that take the necessary actions to ensure the survival of their organization. This would be in contrast to the dull, consult employees for everything business managers. A leader is defined as an individual who wields most influence over others. In the organization it is the individual who motivates and enables others to work together towards attaining the organizational goals (Greenberg & Baron, 2005). Whilst literature on mergers and change management focuses on the strategies involved, leadership remains the most overlooked but very important aspect of change management (Stewart and Walsh, 2004).

This fact is evident in how certain countries can be run successfully and others not so successfully (Hill, 2009), based on the charisma and leadership styles of their different leaders; Zimbabwe and the United States of America (USA) being the obvious example.
What is fascinating though about these two leaders is that both have the support of their constituencies regardless of the image of success or failure to the world (Cooke, 2009); (Coyne & Ryan, 2009).

Pablo and Javidan (2009, 186) developed the six dimension integrative model of leadership. This framework is applicable to mergers and acquisitions. The model encompasses different aspects that enable or impede effective leadership in order to investigate strategic and organizational fit to the change process that the organization seeks to embark upon. Components such as organizational culture, power, leadership and communication have an influence towards achieving positive transformation in the workplace. This model is brilliant in that it recognizes the influence of organizational culture amongst other components of leadership; however it does not go deeper into the personal culture of those being led and the individual leader's individual culture.
An understanding of the three cultures integrated could introduce another dimension to effective leadership influence in the workplaces and counties worldwide.

To explain the effects of change on employees, du Toit (as cited in Herholdt, 2012) distinguishes between the two types of organizational change based on the relationship between five dimensions namely: leadership; focus; planning; motivation and the consultant's role. This model comes short in that it seems to concentrate on the change consultant rather than understanding the change recipients holistically.

Superficial motivation of employees could lead to a lot of unmanageable resistance when employee's needs are not considered from this proposed change.

Tidd and Bessant (2014) mainly focused on the relationship between leadership styles and the subsequent change that would be produced. He came up with four combinations of results. The first is the top down/ push approach which is autocratic and dogmatic; there are limited if any choices afforded to employees but could lead to further resistance from the employees. According to Tidd and Bessant (2014) this kind of leadership is most common with business leaders who value top performance and innovation above all. It can lead to great results from highly driven performers but cripple the slow and sensitive employee.

The second leadership style is the top down pull approach which is inspirational but may lead to people being manipulated or dictated to because these kinds of leaders are mainly politicians who visualize the change long before it can be realized. The third type is the participative pull which can inspire people into joining the causes and understand the vision behind change. These kinds of leaders empathize with their followers and identify with them somehow, Nelson Mandela was such a leader and he got the masses believing in being non- violent and living in harmony with your fellow men (Mandela, 2013). The problem with this type of leadership comes when the masses do not benefit or do not have the results they envisioned and they will begin to rebel. This type pf leadership needs a lot of monitoring of the results to keep followers believing which can be exhausting to the leader.

The last leadership style is the participative push which aims to incite emotions and activism. There a real danger element in this type of leadership as it may result to the followers taking the law into their own hands and handing out punishments to those they deem fit. The results of this kind of leadership are mostly evident in political rallies and service delivery protests. Julius Malema is an example of this type of leader (Hyde-Clarke, 2011).

The danger of this kind of leadership is that it may be difficult to control the followers once they are emotionally charged and ready for action. Whilst this kind of leader may have had noble intentions by inciting emotions, there is a danger of the followers misunderstanding the mission.

It is critical that leaders who elect this approach take responsibility and provide clear vision, strategy and instruction to their followers before letting them out into the world so as to prevent legal action being brought against them later on as a result of injuries and or fatalities suffered by other people and their followers whilst carrying out their instructions.

The bottom up approach is proactive and can assist organizations to positively manage change within their organizations. This kind of approach avoids isolating any employees as they could be adversely affected by those change processes in the long run (Change Management Programme, 2009). The cleaners are in the bottom and have expressed that they would have liked to be consulted before the news of the merger were announced on public media or through their community meetings.

Tidd and Bessant (2014, 110) advise that in order to ensure effective change there should be management buy in and commitment. The employee should also be assisted to have buy- in by reinforcing a positive expectation of change through visualizing how it might benefit them personally. There is a general assumption that when the employee is involved in the beginning stage of change process, they would feel valued and their sense of belonging and efficacy would be increased. In the end employees would be custodians of the change process and influence other employees that resist on the ground to adjust their attitude and accept the change.

Du Toit's theory, whilst it has merit on leadership style affecting how people will respond to change lacks an integration of other factors for instance, realistically leaders only have limited interaction with people on the ground during change management processes. They may address them at the beginning to announce a need for change and might report back after implementation to thank them for their participation. The foot soldiers of change management are people who do not hold leadership role in general. What this means then is that the staff identifies with the change manager. Too much familiarity with the change manager could be one of the factors that lead to resistance. Denial of the inevitability of change is also a factor. To overcome these two factors Cochlan and Brannick (2010) advise that the change managers attitude needs to be adjusted and be tuned to objectivity, being candid and sharing accurate information will build trust and integrity with the staff.

Ideally the change manager should be someone outside the organization who is especially brought in to drive the change, if they are honest and transparent; employees would learn to trust them.

Leadership positions often come with power, power comes with great responsibility. Change leaders are accountable during change processes; merging of two organizations being a typical example. Abuse of powers could be a barrier to a successful organizational change process. It is therefore in the leader's best interest to apply themselves diligently in order to ensure a successful outcome.

Statistical data collected from Human Resources in the merging organizations and Integrated Development Plan (IDP) and annual reports from 2010-2013 indicate that resignation and dismissal rate have increased as compared to previous years; since the announcement of the pending merger in 2010. The report revealed that professional employees are the ones most likely to resign because they have many options, on the other hand the lower levels employees were being dismissed due to repeated misconduct. From these facts one could make an assumption, though the evidence is unclear that the pending merger could be one of the reasons for the spike in numbers.

In a study to assess psychological experiences of academic staff in a Catholic University in Australia, that have experienced mergers or are in the process, Broadbent (as cited in Hay & Fourie, 2002) found that there was a mixture of experiences. There were more negative than positive feelings associated with the process, some left the organization because of lack of proper consultation and open communication.

Those who were left behind dealt with guilt and a high caseload just to name a few challenges they were faced with. Those employees with a choice to leave rather than deal with the hassle of a changing organization simply would do it rather earlier than later.

It is clear that the staff of this organization was not properly briefed and prepared for the major organizational change they were faced with. Communication plays a large part in all organizational processes.

Of the participants interviewed for this study it became clear that 80% only heard about the pending merger from their communities imbizo meetings the political parties announced the pending merger as a decision made from Parliament. This brings to mind a scenario of a parent who hears about what their children's misgivings from a neighbor. It can be daunting and bring about fear when people outside one's organization know more about changes to occur within than the one employed by the organization. Unfortunately participants of this study cannot afford to leave the organization except by going on pension. They are not in a financial position to resign and seek alternative employment due to their limited education and work exposure to different fields of work. Change managers need to find strategies to involve these employees to the change plans even on small scale projects where they could make a difference. This would address the elevated emotions to motivate them towards the effective change.

2.4.3.2 Organizational Culture

Employees spend a majority of hours a day at the workplace and end up identifying with that organization's culture Herholdt, (2012). The change process may present with greater emotional and psychological shifts for the employee, and has the potential to affect the employees' work and family life. The individual forms interdependent relationships with their environment which includes; their colleagues and the employer. When the balance is tilted by any form of organizational change, large or small, employees tend to resist change to protect their livelihood, that which they value (Dawson, 2004).

Organizations may be involved in many different change processes, some minor and others major at the same instance; when these processes occur sans consultation, employees may view these processes as either opportunities or threats, to their' "way of doing things", their culture and traditions may have to change or be adjusted.
According to (O'Donovan, 1994; Herholdt, 2012) culture can shape the behavior of employees within an organization and this behavior can be aligned to the organization's objectives and goals.
Herholdt (2012) warns organizations to focus on creating a culture of ongoing renewal during and after the change processes to monitor the strength of the organization. Change can be brutal; some staff may have lost their best friends due to reshuffling or restructuring. Loss is painful, even though one might be grateful they still kept their job after the organizational change, the loss of a dear friend might disrupt the employee's routine.

It is for this reason that change managers should continue to check on how employees are coping and what their needs are as well as to reward them for cooperating in order to boost morale and rebuild trust. This is a very simplified and linear view of organizational culture and behavior; in reality however employees have the power to influence the organizational culture, by going on wage strikes and go slows. Employees might be victorious in changing policies that undermines their basic human rights in the workplace in some instances.

These undertakings might be for a better cause but it could come at the cost of employment for some. On the other hand organizations might amend their policies in order to retain their workforce and increase productivity. This scenario illustrates an interdependent relationship between the employer and employee.

In a study conducted by (Lees & Taylor, 2004) a small organizational merger of departmental units proved the fact that organizational change is not as simplistic as theory might suggest. In this study all parties were communicated to more than once and were involved in the planning phases, all personally made decisions to merge the two departments. The findings suggested that some staff members were still unhappy with the resultant added responsibilities of the merged departments. South Africa has undergone major transformations in the last two decades; workplaces have become multi-racial and even multi international. The amendments to the labour legislation have resulted in power shifts between races and gender in the workplaces.

According to Robbins et al., (2010) there might also be a question of whether the two organizations to be merged will result in a cultural synergy or not. Individuals, who had been negatively affected by changes within the organization, could be experiencing unresolved work issues, depending on how the process was handled in the past. A study into mergers of higher educational institutions conducted in the University of Free State, South Africa, found institutional culture to be one of the barriers to merging.

The dominant organization may impose their culture on the subordinate organization, the other parties may feel undermined and oppressed whilst the others feel they have to lower their standards and quality (Hay & Fourie, 2002). The two organizations were previously used to functioning a certain way but found that compromises had to be made from both sides.

The pending merger will result in the demarcation of the municipal boundaries, which means the previously disadvantaged communities will now benefit and share the resources with the other previously privileged areas. Depending on the cleaning staff's perceptions on the issue, the merger could have negative implications for their livelihood in their communities because resources might be scarce and levies for water and lights could increase. There would be financial implications which would affect their bottom line. On the other hand, those employees who had personally benefitted previously when their Municipality merged with another small Municipality would be willing to risk their community changes. Bigger Municipalities mean higher salary scales across the board for all employees. Only the new employees would be resistant to the change due to their fear of the unknown.

2.4.3.3 Lewin's Three Step Model

This organizational change theory, the Three Step Change Model was developed by Kurt Lewin (1951). The model seeks to bring about change to the organizations with the utmost success as possible by putting it through three stages of change. The three stages are: Unfreezing, Change and Refreezing (Robbins et al.,2010). There is an assumption that all organization share a certain culture and uniform systems of operations; in order to change, the organization, including the individuals should let go of what is the status quo and open themselves up to new experiences; secondly they can move to the desired change state and bring about the change processes, and lastly they can then cement the changes they have made by continuing on that path of change (Cummings & Worley, 2014).

During the last step the change managers will ensure that the change systems and processes are stabilized and employees are offered hope of improvement with the new change vision being realized.
Lewin's theory can be linked to the systems theory in order not to miss great opportunities to hear employees' opinions where they count and could be detrimental to the change (Robbins et al., 2010).

This model has its merit but seems to have oversimplified the change processes. The theory assumes that the flow will be seamless and there would be no resistance to the planned change. In an ideal organization, it might be easily applicable; however in a highly political organization that is plagued by secrecy, hidden agendas, the process has many challenges in between.

Lewins' theory however simplified, does take into cognizance of the opposing forces, which one would equate with resistance, fear, political power etc. He recognized the fact that any change process whether large or small would have restraining forces which would have to be neutralized by supporting forces. Supporting forces would include, removing or decreasing the opposing forces, e.g. having an open consultation with employees, allowing questions and suggestions regardless of level of education or management.

The employees are more likely to feel more valued which would increase loyalty to the organization. Previous studies have been done to investigate the impact of mergers on the individual level which focused on employee readiness for change Shalem (2001).
Schein as cited in Change Management Programme (2009, 42) unpacked Lewin's three stages in terms of the psychosocial effects they would have on an individual going through this change. During the initial stage of unfreezing, employees are bound to feel anxious or guilty for agreeing to the change due to the uncertain future as measured against their expectations.
During the change stage, employees are bound to open up to the new change and would flow into the change cautiously but surely and would likely identify a mentor to hold their hand during the process to minimize their anxiety.

During the Refreezing stage, employees would "integrate" the new changed state into their personality and their social relationships in the workplace.

Taking into consideration that individuals react to change differently, the organization should by this stage have established stability in all their processes which could have been tilted by the change process. The employees would be comfortable. The employees who had not bought in to the process could adjust their attitude by this stage as they see the positive outcomes of the change.
However should there have been instability from the change process, the change resisters would feel vindicated and resist the process further, and possibly influencing the ones who had initially bought into the change process. Therefore it is of utmost important to the change manager to think the process through and conduct proper research before planning change, except in cases of emergencies, these smooth processes discussed above would be possible.

Hunt (as cited in Khandelwal and Joshi, 2002, 45) developed a Dissipative Equilibrium Model of the organization after identifying various variable that influence the success or failure of any change process in organizations.
He explains the model as follows:

- "System Factors: Formal structure, Informal structure, Technical systems, Individual Variable, External pressures".
- "Effectiveness Factors: Achievement, Cooperation, Destructive Conflict, Need Satisfaction, Need Dissatisfaction".

These factors can be analyzed before beginning the change process in order to measure the strengths and weaknesses of a certain organization. These factors affect the outcomes of the change process, identifying the risks of failure can assist change managers to attain a certain degree of success through timeous mitigation.

The model has provided successful results in other organizational change processes according to Khandelwal and Joshi, (2002). Even though this model can be duplicated in similar studies of change management, the student proposes an integration of organizational culture into the model.

It does not clearly outline how to address the individual beliefs systems and rituals as well as organizational cultural systems. These factors may also influence the outcome of the change process. An integration of different models to fit with the organizational need for change would assist the change manager to assess risk of failure and effectively mitigate risks.

2.4.3.4 Key Dimensions of Analysis of Change

Municipalities are public organizations also known as local government. Change in these organizations has traditionally been ruled by politics and a need to protect the positions of those in power despite the obvious external need for change. According to Dam, Oreg and Schyns, (2008) change in local government is less influenced by external factors as it is the internal ones. It is imperative to begin within before moving outside of the organization by analyzing certain key organizational dimensions. These dimensions will assist the change agent to know where the organization is at before putting it through the change processes.

That approach is closely related to McKinsey's 7's, shares values, strategy, structure, systems style, staff and skills (Bate, 2010). These 7's encompass the organizational culture and what makes the organization stable.

The organization has to be aware what it aims to achieve in the community they exist within or they will cease to exist. In terms of local government it has always been to provide service delivery related to basic needs of the community like water, infrastructure, safety, healthy and clean environment, housing and primary health care.

The strategy informs the organization on rules and procedures that need to be followed in order to deliver the service. The other dimensions are put on the same level of importance because they are closely related to one another and all influence one another on how best the organization will perform in the end. Different organizations may respond differently to various types of organizational change approaches, therefore a thorough analysis would enable the change agent to utilize the most effective approach according to projections made at the initial stages of change proposals.

2.4.3.5 Systems Theory and Change Impact

Employees exist within many systems; at work they have relationships which influence their interactions with loved ones within their home system.

When the home system is affected, their loved ones in turn interact with community systems which will be negatively impacted. When there is an imbalance between the systems due to some kind of a stressor, all systems are negatively affected (Payne, 2005). The Systems theory views individuals in a holistic manner in relation to the environment in which they function.

The systems theory further advocates that there is a reciprocal relationship between the individual and other systems i.e. family and community in which they belong.
An individual at work is also an employee, citizen, client, parent, marital partner, team player; there is a constant interaction between these represented systems that if one is affected the whole system becomes affected (Khandelwal & Joshi, 2002).

Organizational change is very complex and even when processes are followed precisely, there will be parties who frown upon the results of change. Individuals' perceptions of change are different and whereas others may view the merger as a disadvantage, other employees may view it as an opportunity to explore different sites and meet different people.

Occupational Social Work encourages individuality and uniqueness (van Breda, 2009). The systems theory applied on its own may not provide for a complete explanation or anticipation of the cleaners' reactions towards the merger. There could be other factors that can affect their performance or levels of anxiety. Merging these two approaches helps expand our understanding of an individual during change management in the workplace.

2.4.3.6 Power Dynamics and Communication

In public organizations, like the municipalities; it is more likely that the power struggles could rage on indefinitely whilst politicians fight one another to stay in power, through delay tactics. (Erkama, 2010).
The change manager begins by communicating a need for change; demonstrating possibilities of future change; involving employees in the change strategies and evaluating and monitoring the change; and re-evaluating when necessary.

This study was conducted at a workplace where there are many political and administrative subsystems and relationships within and outside of the organization which are influencing the individuals as well as the organization as a whole. In order to bring about change to such an organization one has to change the individuals as well. Thomas & Hardy, (2011) identified that there are always two dominant power sides when it comes to organizational change, the side that welcomes change and the side that is demotivated by it. Both these sides may be pulling a tug of war with each other to get the change process to continue and to draw it to a halt. In each case the organization struggles to move forward.
When opposition parties took the ruling party to court in order to reverse the MDB's recommendation to merge Municipalities, employees were caught in the middle until the side that had more power of persuasion could resolve it.

Employees that supported the opposition party's stance would automatically resist the change processes in any way possible. This means that resistance to change is inevitable in a political organization; however in order for change to be implemented successfully the stronger side had to present facts behind the proposals. Because South Africa is a democratic country, the majority rule always apply and is used at times to push certain political agendas to the detriment of our communities.

The exertion of power by the employer can be a source of discontent for employees and lead them to feel disenfranchised. According to Hodson and Sullivan (2002); Benjamin, Bernstein and Motzafi-Haller (2010) work has ambiguous meaning to employees, the source of income brings contentment in ability to care for one's family, but it can also be a source of stress and fatigue.

The inequality of the relationship between employer and employees does demonstrate how easily work could bring dissatisfaction to one's life when the relationship is perceived as both negative and oppressive.

The disenfranchised cleaning employee is demotivated and feels isolated from management with whom interaction is only when cleaning their offices. Power distances these employees from management that they feel invisible. Is it realistic to expect the cleaners to be consulted when during strategic plans of change management? The gap seems too wide from this angle to bridge.
In contrast, one might argue that employees from the municipality or any public office are so used to having the top to bottom leadership approach that they might resist any inclination to changing the norm. The norm would be to allow management to take all decisions and the just follow the path. Carrigan (2013) sites money as a performance reward as the first motivator preferable to employees, and it would quickly improve the motivation level of this type of employee who does not care much about making a difference. The question remains as to what about an employee who seeks to make a difference?

Robbins et al. (2010) introduce a different view with regards to change and power. In this instant change is viewed as threatening to the change manager, who possess power and decision making privileges. Change could put their work position in jeopardy. Doherty and Horne (2002) claim that when those in power are at risk of relinquishing it, they might begin to act out and sabotage the process of change in order to hang on to it. In an instance of organizational change sabotage could be in the form of slander, gossip and negative talk about the whole process so as to discredit the employer when the change agent has to concede defeat. It is vital for the employer seeking change results to have change agents report progress periodically to monitor any deviant conduct from the side of the change manager.

2.4.3.7 The role of the Occupational Social Worker during Organizational Change

The Van Breda Occupational Social Work model enables an integration of various models and approaches in social work practice across the micro, meso and macro levels. According to Kruger and Van Breda (2009) there are four standpoints from which to practice:
Restorative interventions; Promotive interventions; Work–Person Interventions and Workplace Interventions, the OSW, would be able to provide an integrated.

Employees cannot be viewed in isolation as only workers, because they exist within a number of social systems as established by various social science theories.

The views on the O.S.W. model has assisted the student to explore all contexts in which the employee functions; as an individual, employee and as a citizen within their community.

Restorative interventions: the individual is constantly learning, through sharing of information with those they care about. The individual's lifestyle is at risk of changing should they have to move working sites after the merger, their family rituals of travelling in the morning could need an adjustment. There could be financial implications to this change as well. An example of restorative intervention in the workplace include a wellbeing programme designed to cater for those employees who got injured on duty to endure that they're reasonably accommodated after their reintegration into the workplace. Should there have been a form of a disability and the employee still wanted to work, the programme could include providing affordable if not free mode of transport to and from work, and/ or easily accessible workstations.

Promotive interventions: the focus is on the development and preventative services to the clients. Employees are likely to be empowered by becoming involved and being sensitized about the merger early on, through workshops and open dialogues etc. by the time of implementation they would have dealt with fear and other negative emotions associated with the merger.

Work –Person Interventions: the individual within the small groups is assisted as an employee. Where the family members are adversely affected by the employee's employment they are also included in interventions. For long term counselling and treatment needs, the family is referred to external service providers.

Workplace Interventions: The change manager would focus and advise on staff, policies, culture, organizational structures, procedure and people management practices are important features of change processes. The organization should evaluate its programmes and policies to ensure that employees are protected in terms of the labour law. Motivated and fulfilled employees work harder and are more loyal.

The pending merger has brought some uncertainty to employees due to their concerns about their job security. This fear is fueled further by lack of communication and transparency on the part of the employer.

Robins et al. (2010, 519) equate employees' resistance to change with the loss of loyalty and motivation to work in the organization. When employees are demotivated to work, it could lead to increased absenteeism, mistakes and injuries at work. Injuries on duty have added financial implications to the employer; as the employer is liable for medical treatment and the necessary rehabilitation.

These are important factors that were explored during the study to ascertain whether the cleaning staff perceives that the abovementioned could be issues for them or not and how the employer could address such. The results indicated that these were issues with older employees who feel disenfranchised and unimportant to the Municipality as they have experienced one too many change processes occur past them. These were demotivated employees who only come to work to make a living but do not wish to contribute in any way to its growth as the organization has not contributed to their growth according to them.

CHAPTER THREE
RESEARCH STRATEGY AND METHODOLOGY

3.1 INTRODUCTION

This chapter aims to outline the research strategy and methodology employed to undertake this case study. The case study was an exploratory research into the perceptions of the cleaners about a pending merger between the two local municipalities. The merger would take effect in a matter of less than a year. This is a major change process to occur between the two small towns. Cleaners are viewed as a marginalized group within these two merging organizations as they are not directly involved in the planning processes of the merger but would have to implement whatever processes that emanate from management at a later stage. It was important to capture the participant's thoughts and emotions and in-depth answers in their own words as this would form part of their life and work history (Babbie and Mouton, 2001).

Ethical limitations that were identified throughout will be discussed briefly on how they were addressed to ensure an ethically sound research project.

A case study enables an exploration of one or more cases over time and it provides an in-depth collection of data from various sources in order to come to scientifically sound conclusions (Creswell, 2009). The advantage of this type of design is that a fairly large number of participants can be interviewed within a limited period also all participants could be asked the same questions which substantially increased trustworthiness. This is a new area of research in that the marginalized groups are excluded in the planning until the implementation stage where all decisions would be imposed on them to implement regardless of the impact on their daily occupational functioning.

A comparison of differences in perceptions between the participants from the two merging organizations was done focusing on how the merger would impact on the participants' lives to discover yet another layer of data.

About Randfontein Local Municipality:

Geography, History and Economy

Area: **475km²**

Composition of Council: ANC 27, DA 16, COPE 1

Description:

Randfontein Local Municipality falls within the borders of the West Rand District Municipality as one of its three local municipalities and is part of the Gauteng province.

The municipality is located adjacent to the North West province, which makes it prone to immigration from this province. It is characterized by high levels of unemployment and poverty and low levels of education and income.

Cities/Towns:

Randfontein

Main Economic Sectors: Manufacturing, trade, government services, mining, agriculture.

Languages Mainly Spoken: Tswana; Afrikaans; Sepedi, Zulu, Southern Sotho and Xhosa in this order of popularity.

About Westonaria Local Municipality:

Area: **640km²**

Description: Westonaria Local Municipality is a Category B municipality and is located within the jurisdiction of the West Rand District Municipality. Westonaria Municipality has borders with the Randfontein Local Municipality, City of Johannesburg Metropolitan Municipality, Merafong City Local Municipality, Sedibeng District Municipality and Emfuleni Local Municipality.

It is situated approximately 60km from the hub of Gauteng, namely Johannesburg, Pretoria and Midrand.

The N12 National Road and the R28 Provincial Road, as well as the railway line, provide easy access to the area. Goods and services can reach markets and airports easily without sacrificing quality or excessive transport costs. As indicated in the Regional Integrated Transport Management Plan, The planned Bus Rapid Transport (BRT) node from Lenasia will reduce the travel time of commuters, making Westonaria a valued area of choice to reside in.

The municipality is characterized by dispersed urban structures consisting of various urban areas and mining villages spread across the entire municipal area. The rural areas consist of a large number of farms, as well as agricultural holdings.

Cities/Towns:

Westonaria

Main Economic Sectors: **Mining (52%)**

Languages mainly spoken: Xhosa, Afrikaans; Southern Sotho; Tswana and Zulu in this order of popularity.

3.2 RESEARCH QUESTIONS

- In what manner was the merger communicated to the cleaning staff?
- What impact did the cleaning staff perceive the merger would have on their work responsibilities?
- How did the cleaning staff perceive the municipal merger would impact on the relationship with their employer?
- How did the cleaning staff perceive the municipal merger would impact on their personal lives?
- How did the cleaning staff perceive the municipal merger would affect them as citizens in the community they came from?
- Were there any differences in the perceptions of the impact between the two Municipalities' participants?

3.3 RESEARCH DESIGN

The kind of design selected for the purpose of this research study was a non-experimental, exploratory qualitative research design in a form of a case study (Jacob & Furgerson, 2012). The reason for electing a case study was that it allowed for flexibility in the exploration of the participants' individual thoughts in their own words and experiences within their own working environment (Baxter & Jack, 2008). The advantage of this type of design also is that a fairly large number of participants can be seen within a short space of time. This type of research design enables an exploration into new areas not yet explored in research and to obtain in-depth answers from participants in their own voices.

3.4 PROCEDURE

The student obtained permission from the two Municipal managers and subordinate managers to conduct the study and interview the participants. The sample having been selected from a pool of cleaning employees from two local Municipalities consisted of seventeen (17) employees who volunteered for the research interviews.

Briefing meetings were then arranged by the student with the assistance and permission of the cleaning supervisors from each Municipality. A non-probability sample was used to randomly draw ten employees from each municipality from volunteers who came forward to the briefing meeting.

The selected participants were later contacted for the interviews. The face to face interviews enabled a holistic in-depth view into the participant's work life from their own perspective. The limitation of this method was apparent during the selection as three possible participants from Randfontein had changed their minds at the last moment about participating. The participants could have remained interested had they volunteered to be in the study instead of being selected. Due to time constraints the student did not pursue the selection process again but continued with those willing to participate. A lesson from Jacob and Fergersen (2012) is that research participants have a right to withdraw from the study at any point that they wish to. The student should accept and communicate their willingness to accept them back at a later stage provided it would still serve the study.

During face to face interviews, participants were provided with more information through the participant information sheet, and provided with an opportunity to give written consent for voluntary participation as well as to be tape recorded which had been previously discussed during the briefing meeting. The participants were assured that the participation was confidential and would not be reported back to their superiors. Their personal details would remain anonymous and only be used for statistical purposes in the research report.

Senior and junior managers from both Municipalities were interviewed as key informants using one on one interview. This was necessary to provide a different view to the study. They would provide the necessary background on the pending merger from a strategic point of view. Although the study focused on the opinions and perceptions of the disenfranchised group, it was deemed important to obtain the perspective of the two opposing sides of the corporate structure for cross referencing the two perceptions at the end of the study.
This data would also present an opportunity for future cross sectional studies in the future. The key informants were also utilized to encourage staff members to volunteer.

In the end there were three managers and eight cleaning staff who participated in the study from Randfontein Local Municipality. In Westonaria Local Municipality three managers and eleven cleaning staff who participated in the study.

3.5 RESEARCH METHODOLOGY

Face to face interviews were conducted using a semi structured interview schedule to collect the data from the cleaning staff of the Randfontein and Westonaria Local Municipality. The reason for choosing this method is that it allowed for a face to face engagement with participants in their own language and words. They could expand on their answers to get their opinions across. The assurance of confidentiality enabled the participants to speak freely and provide their valuable opinions on the matter. Notes were taken during the interviews and recorded the interviews to allow for transcription at a later stage. All participants consented to being tape recorded. The interviews took between 15 to 30 minutes. Monette, Sullivan and Dejong (2011) stress the importance of maintaining eye contact during the interview; the tape recording ensured that the student could maintain maximum eye contact to engage the participant fully. Occasional note taking for those issues that need follow up is permissible provided it remains minimal.

3.5.1 Sampling

A non-probability convenience sample of ten cleaning staffs from the two merging Local Municipalities namely: Randfontein and Westonaria, was randomly drawn from volunteers who had attended the briefing meeting to explain the purpose of the research.

3.5.1.1 Population

The participants came from a population of about 50 cleaning staff, comprised of men and women from each municipality who fall within the grade 14 salary scales. The salary grade is made up of various salary notches of up to ten (10) variations maximum.

This salary scale is one of the lowest in the municipality for permanent employees.

Top management begin on salary level 1, it is not difficult to imagine the salary disparity between these two scales in terms of South African Rands.

The research participants earn minimum wage but still cope with their financial obligations. There was no set ratio between the genders and race and there was no age requirement to participate in the study. The final sample from which data were collected was seventeen (17). Two volunteer participants were asked to participate in the pre-testing of the interview schedule from each Municipality. This means that although the participants may have been on the same salary level, they were on different salary scales based on when they had been appointed. The longer the employee had been employed the larger the salary and those who had been appointed as supervisors would have had a further salary notch increase. In the corporate sector, the less you earn the less power and decision making abilities one has (Jones et al., 2003).

These groups of employees are usually marginalized in the workplace and their opinions are hardly sought after by management unless when in a process of wage negotiations, event then the union or organized group leaders communicate and negotiate on their behalf with management.

The staff members also referred to as participants had limited formal education, however there are some who had obtained their matric qualification with the assistance of their employers, the two Municipalities, though the Adult Basic Education Training (ABET) skills development project.

The work units in which the participants were placed differed between cleaning services and maintenance services, these two units fall under the same department of corporate services in both organizations. The women had been placed in the cleaning services and the men in the maintenance services, which involved cleaning on the external premises whereas the women cleaned the internal premises.

Six managers participated as key informants with two interviews utilized for the pre-testing of the interview schedule for the key informants, one from each Municipality.

There key informants, were interviewed to provide a different context that could be measured against the findings of the study.

3.5.2 Research Tool

A self -developed semi structured interview schedule was the utilized research tool. The schedule comprises of 28 open-ended and closed questions. The advantage of this type of design is that a fairly large number of participants can be seen within a short space of time (Creswell, 2009). All participants could be asked the same questions in a similar format combined with a few follow up questions. There were two different interview schedules developed, one for the key informants' interviews and the other for the participant interviews.

All interviews were conducted in English.

3.5.2.1 Pre-Test

The research tools were pre-tested with one individual from different Directorate but on the same salary level for the key informants' questionnaires and the participants' questionnaires in both Municipalities. This enabled the adjustment of the questionnaires according to the reactions and feedback from the respondents. As a result there were a few minor changes done according to the feedback.

The questions on each interview schedules were phrased and adapted according to the level of the participant and of the informant's level of conception in accordance with Jacob and Fergersen (2012). No participants were contacted for the second interview as no discrepancies were identified. The interviews were conducted in an office setting for each Municipality. The office was well lit, private and no one could hear or see who was inside during the interviews. All key informants were interviewed in their own offices whilst the participants were called to the office one by one as each interview had ended and some had different dates of interviews.

The research study was flexible and accommodated for a few mother tongue phrases here and there to enable the participants to express themselves fully. The briefing session had stressed the language issue, which could have been a factor for those who had later pulled out of the study.
The phrases were translated in brackets in the research interview transcripts. There was only one research interviewer purposely as a method of standardizing the research tool (Babbie and Mouton, 2001).

3.6 DATA ANALYSIS

The study was an exploratory study into the perceptions of the cleaners regarding the pending merger. At a later stage of data analysis it emerged that a kind of comparison between the two organizations would be possible. Findings indicated that there were slight differences in the perceptions of participants from participants from each Municipality.
The reasons for the differences were explored and verified during this stage. The research results are outlined on the next chapter of the report.
The data analysis was conducted utilizing thematic content analysis developed by Braun and Clarke (2006). This approach was selected because it allowed the student researcher to continually discover, explore and generate refined concepts about the topic from the responses of the participants (Silverman, 2011).

Tim Rapley (as cited in Silverman, 2011), summarizes the thematic content analysis steps below:

- Reading datasets which are initial comments and ideas to familiarize with.
- Coding of the datasets as a whole at first to generate the initial codes.
- Identification of themes can be done by collating similar codes.

- Review of themes in relation to the datasets, to identify those that did not fit. A thematic map was drawn at this point.
- Themes were refined specifically to match the links between them. Propositions were generated to identify complex associations in each theme in a spread sheet format.

The research tool utilized was a 28 item semi structured interview schedule with 6 criteria namely:

- Personal Details
- Perceptions on organizational communication
- Perceptions about job responsibilities
- Perceptions on personal lives
- Long term vision in the Municipality
- Organizational culture

Thematic analysis

The interviews were transcribed in full from the recordings to enable the researcher another opportunity to listen, identify, name and review themes (latent content). Such themes were linked with all the other interview schedules to identify a pattern of thought, behavior or reaction to phenomena or scenario that was presented before them during the interviews(Clarke and Braun 2013). The differences and similarities in viewpoints were noted and analyzed for its variations of possible meaning and conclusions (manifest content) Vaismoradi, Turunen and Bondas (2013).

Comparisons were made between male and females and also between the Municipalities to find further distinctions or similarities of themes. A thematic map was developed in a spreadsheet and statistical tables were utilized to analyze and present the findings.

The findings were linked to the occupational social work theories in order to analyze further and reach accurate conclusions about the meaning of the findings.

Trustworthiness and Validity

Probing the participants' responses allowed the student researcher to better understand their fears, thoughts and experiences regarding the merger. To ensure a high level of trustworthiness was achieved the interviews were tape recorded and played later in order to identify, analyze and verify themes that had emerged.

Each individual interview was transcribed from the tape recordings to ensure internal validity (Tuckett,2005). According to Carcary (2009); Tierney and Clemens (2011) trustworthiness of the qualitative study is usually measured through dependability, credibility and transferability of the research enquiry methods although the issue of proving trustworthiness in qualitative research methodology remains debatable amongst researchers from different schools of thought (Lasch et al., 2010). Opinions of the cleaning staff are hardly ever collected when operational strategies are being developed, because they seldom form part of the planning phase. These are employees who are usually marginalized and do not have decision making power.

The participants were in a position to communicate their thoughts and emotions in their own words about the merger processes as they are unfolding. Acknowledging that there are various ways in which trustworthiness may be achieved, the study considered that various strategies would be employed to reach an acceptable level of credibility, transferability, dependability and confirmability of data collected (Shenton 2004). Qualitative studies leave much to be desired when it comes to achieving these levels based on a number of reasons including the researcher's own interpretation of information gathered during interviews.

Credibility

- Participation to the study was voluntary and participants were informed of their right not to participate should they not wish to. Some would be participants who had been at the briefing meeting did not honor their interview appointments and were not followed up to ensure their right was honored.

- Well tested theoretical frameworks that had previously been proven to work for other qualitative research projects were adopted for this one.

Transferability

- Regular meetings with the research supervisor cautioned on the biases and guided the interview process as it was unfolding. That ensured that subsequent interviews were indeed conducted properly and without influence of the participants' responses.
- The attendance of the writing center sessions at the university enabled the research study to come under scrutiny and to dissect the intentions and influence of the researcher and the honest interpretations of the responses from the participants.

- The interviews were all tape recorded with the consent from the participants. All participants had agreed to be tape recorded. The recordings were utilized to compile transcripts of data collected.

Confirmability

- The interviews were all tape recorded with the consent from the participants. All participants had agreed to be tape recorded. The recordings had been utilized to compile transcripts of data collected and to confirm the accuracy of the responses.

In conclusion core themes and sub-themes were identified for further analysis for similar and contradictory of themes between the participants and to decipher deeper meaning from the data. Data was presented on the spreadsheet both in a quantitative and qualitative form. Figures, graphs, tables were also employed to present the data in a meaningful manner so as to link the findings with the purpose of the research study.

3.7 ETHICAL CONSIDERATIONS

At the time of collecting data, the researcher was employed by the Randfontein Local Municipality in the capacity of helping employees on an occupational social work level. An existing level of trust existed with the employees of this municipality that the student had to uphold.

Confidentiality was guaranteed to the participants and no names would be necessary on the interview schedules or the research report. Names were substituted with assigned alphabets and numbers.

3.7.1 Macro and Micro ethics

Benefit to employer and employee

Brinkman et.al, (2005) distinguishes between macro and micro ethics, The researcher should distinguish between the benefits to the participant and the benefit to the community at large. Participation in this study was beneficial to the participants in a sense that they became more aware of what was happening in their own workplace and being engaged about it made them feel proud that they were contributing towards a solution and that their opinions were important to the employer.

The study was beneficial to the employer because they could obtain valuable information about what employees really feel and think about strategies of change that they bring to the workplace and to get an honest opinion of the impact they make to the employees lives if any. The information will assist them in their planning of future organizational change processes.

Access to participants

The researcher was employed by the Randfontein Local Municipality inn a capacity of helping employees on an occupational social work level. There was already a level of trust with the employees of this municipality that the student had to uphold.

Confidentiality

Confidentiality was guaranteed to the participants and no names would be required on the interview schedules. An alphabets and numbers system was devised to identify the participants. The scripts will be excluded from the final research report and the participants will remain anonymous. There was a written consent form which binded the researcher not to divulge identities of the participants to the employer to ensure that there is no intimidation post the research interviews.

Bias

The student remained neutral as much as possible during the study. Participants were treated the same throughout.

Power Dynamics

Due to the authority position of the researcher, the participants could have felt coerced into participating although they did not wish to participate in order to avoid being ostracized; there was an expectation that employees would attend as they are already disadvantaged by their lower authority level in the workplace.

Right to withdraw

The need to conduct the study was communicated openly; however reluctant participants were allowed not to participate. Participants who did not honor their appointment were not reminded and it was accepted that they were unable to participate. Before beginning the interviews, participants were provided with an opportunity to change their mind about being interviewed.

First do no harm

The participants were treated with empathy and acceptance, they were engaged in a respectful manner and consent was explained before beginning with the interviews to ensure that they understood what they were agreeing to.

There was no risk to the participants for participating and as well as for pulling out of the study anytime they felt they did not want to participate anymore without being intimidated or coerced in whatever way.

The sample size was negatively affected as a result of those who did not attend the interviews, however it was ethically justified not to follow up and let them be.

Conflict

The study could have been used as a vehicle to settle scores with supervisors through complaints about being marginalized and looked over for promotion. The researcher was aware of such instances and made as fair judgment calls as it was possible.

Dilemma

The researcher shared as much information about the purpose and procedure of the study as it was humanely possible without influencing them to give either positive or negative feedback regarding the merger.

Ambivalence

There were moments where the researcher was wearing two hats of an employee and colleagues as well as that of a researcher. Self- awareness was of utmost importance to ensure that objectivity was maintained throughout even when there were emotions displayed by those participants who were passionately opposing the merger.

Written consent

A consent form which guided and protected the participant was discussed and explained with the participant before the beginning of the interview. They were asked to sign it once they agreed that they understood and agreed with the terms in the form.

Objectivity

The researcher remained neutral and formal as much as possible during the study. Participants were treated the same throughout the two organizations

Right depiction

The depiction of the study was as truthful a reflection as possible to ensure that the data gathered represented what the participants wanted to say. Objectivity and professionalism was maintained throughout.

CHAPTER FOUR

4.1 RESEARCH FINDINGS, RESULTS AND DISCUSSION

INTRODUCTION

A non-experimental, exploratory qualitative research design in a form of a case study was selected for the purpose of this research study. The reason for electing a case study was that it would allow for flexibility in exploring the participants' individual experiences as they occurred within their own working environment (Baxter & Jack, 2008; Creswell, 2007). It enabled a holistic in-depth exploration into the participants' life events and to gain deeper meaning of their thoughts regarding their working lives.

The advantage of this type of design also is that a fairly large number of participants can be seen within a short space of time. The sample having been selected from a pool of cleaning employees from two local Municipalities consisted of seventeen (17) employees who volunteered for the research interviews. The face to face interviews enabled a holistic in-depth view into the participant's work life from their own perspective.

Standardization of the research tool

The research tool utilized for this purpose was a self- formulated semi structured interview schedule. The schedule comprised of twenty four (24) open- ended questions, where follow up questions could be asked for exploration and clarity. The student began by pre-testing the interview schedule using participants within the two Municipalities. The pre-test aimed to determine an acceptable degree of face and content validity. Grounded theory methods were employed to determine content validity during collection and analysis of valuable data. The pre-testing participants represented experts in the field of Human Resources and have been involved in Municipal mergers and other change management strategies previously. Minor adjustments were subsequently effected to the interview schedule as per the comments of the pre-testing participants. It is therefore a fair assumption by the student that the interview schedule indeed captured the information that it was intended for. The results from the pre-test do not form part of the study findings.

The student ensured that all participants could be asked the same questions in a manner that was standardized to their level of understanding so as to substantially increase trustworthiness.

According to Carcary (2009); Tierney & Clemens (2011) trustworthiness of the qualitative study is usually measured through dependability, credibility and transferability of the research enquiry methods although the issue of proving trustworthiness in qualitative research methodology remains debatable amongst researchers from different schools of thought (Lasch et al., 2010).

There are positivists researchers that employ quantitative research methodologies who believe that quantified truths are the only truths. Qualitatively the student believes that quantifying the truth misses crucial aspects that remain within the grey areas where human emotions lie. Human perceptions cannot be definitely quantifiable by only a "yes and no" answer according to this body of knowledge selected by the student for the purpose of this study.

Research Participants

The cleaners represent the group of voices that are usually muted in corporate strategic planning sessions. These are employees who are usually marginalized and do not have decision making power. The research method employed allowed for a deep engagement with research participants, probing their responses to better understand their fears, and experiences related to the pending merger. Research participants could express their opinions and emotions about pending the merger freely in their own words in terms of how they anticipated it affecting their work as well as their private lives. The study represented a mouth piece that could enable the cleaners to be heard loudly by those who seek to ignore or to silence their opinions.

Few studies have been conducted on blue collar employees in the local government, (Seijts & Roberts, 2010), fewer still before the change process occurs in other sectors (Niessen, Swarowsky & Leiz, 2010). Most research on change management are conducted during the change processes or after change has occurred to assess the impact thereof in other sectors (Maheshwari & Vohra, 2015; Jones et al., 2008; Weber & Tarba 2010; Kirsch, Chellia & Parry, 2012). This study presents an opportunity for further future research studies in the local government sector during the pre-merger processes.

Key Informants

Subject experts were utilized as informants, from each of the two Municipalities to provide background on the pending merger from a strategic point of view.

Although the study focuses on the opinions and perceptions of the disenfranchised group, it was deemed important to obtain the perspective of the two opposing sides of the corporate structure for cross referencing the two perceptions.

The data analysis was done utilizing thematic content analysis by Braun and Clarke (2006). This approach was selected because it allowed the student to continually discover, explore and generate refined concepts about the topic (Silverman, 2011).

Thematic Content Analysis

The student was guided by Tim Rapley (as cited in Silverman, 2011), in conducting the thematic content analysis; the steps were as follows:

- Reading datasets which are initial comments and ideas to familiarize with.
- Coding of the datasets as a whole at first to generate the initial codes.
- Identification of themes can be done by collating similar codes.
- Review of themes in relation to the datasets, to identify those that do not fit. A thematic map was drawn at this point.
- Themes were refined specifically to match the links between them. Propositions were generated to identify complex associations.

The research tool utilized was a 28 item semi structured interview schedule with 6 criteria namely:

- Demographic Data
- Perceptions on organizational communication
- Perceptions about job responsibilities
- Perceptions of impact on personal lives
- Long term vision in the Municipality
- Impact of organizational culture

4.1 DEMOGRAPHIC DATA

4.1.1 Gender Distribution

In terms of gender distribution, the sample of participants consisted of twelve (12) females and five (5) males in total. Two (2) males and five (5) females were from Randfontein. Three (3) males and seven (7) females were from Westonaria Municipality.

4.1.2 Race distribution

In terms of racial distribution the research sample consisted of one colored female from Randfontein Municipality and one white male from Westonaria Municipality, the rest of the participants were black males and females. There was no deliberate racial discrimination attempted in the sampling; there are predominantly black employees in the selected organizations which increased the likelihood of a black majority sample in the cleaning and maintenance department.

Demographical Data of all participants

4.1.3 Age

Table 4.1. Demograhic Raw Data of all participants

CODE	GENDER	RACE	AGE	EDUCATION	LANGUAGE	SALARY LEVEL	JOB TITLE
R 1	F	B	55	Matric	South Sotho	14	CLEANER
W1	F	B	41	Grade 7	Zulu	14	CLEANER
R 2	M	B	40	Grade 11	Xhosa	14	CLEANER
W2	F	B	48	rade 7	South Sotho	14	CLEANER
W3	M	B	28	Certificate	Zulu	14	FACILITY ASSISTANT
R 3	F	B	50	A 4 level	Tswana	14	CLEANER
W4	M	W	UNKNOWN	Grade 8	Afrikaans	14	CLEANER
R 4	F	B	36	Matric	Tswana	14	CLEANER
W5	F	B	47	Grade 8	Xhosa	14	CLEANER
R 5	M	B	47	Matric	Xhosa	14	CLEANER
W6	F	B	54	Grade 7	South Sotho	14	CLEANER
R 6	F	C	38	Grade 10	Afrikaans	14	CLEANER
W7	F	B	56	Grade 10	Zulu	14	CLEANER
R 7	F	B	32	Diploma	Xhosa	14	CLEANER
W8	F	B	38	Grade 11	Tswana	14	CLEANER
W9	F	B	44	Grade 11	Tswana	14	CLEANER
W10	M	B	50	Grade 6	Tswana	14	CLEANER

Keys:F: Female

M: Male

B: Black

W: White

Code-W: Westonaria

Code- R: Randfontein

Marital Status

Table 4.2 : Number of Married participants from both organizations

Male	Marital Status	N married	Female	Marital Status	N married
W3	Single	1	W1	Single	8
W4	Single		W2	Married	
W10	Married		W5	Single	
R2	Single		W6	Single	
R5	Single		W7	Married	
			W8	Married	
			W9	Married	
			R1	Married	
			R3	Married	
			R4	Single	
			R6	Married	
			R7	Married	

The data indicated that the average age of all the participants was 44 for both male and females. The youngest participant was a male at 28 years old, and the oldest was a female at 56 years old both from the Westonaria Local Municipality. When comparing all the participants' ages from both Municipalities there was no substantial gap found between the two, except the difference from the youngest to the eldest which indicated that there is loyalty in the organization.

No substantial age difference was found between the genders of the participants from either Municipality either. The size of the sample was small and this may have presented a limitation in terms of proper age comparison. Generally cleaning is done by older individuals but with the economic state of our Country, younger individuals find themselves accepting what was previously perceived as a low status job (Klasen & Woolard, 2009) in order to make a living. They have to begin somewhere in order to enter the apparently impenetrable job market.

One important factor that came out was that the younger participants were more educated and held slightly higher positions within the unit, like doing administration work instead of cleaning. The younger participants were hungry for success and reported that they would apply for higher positions in contrast to their older counterparts within the same unit. In their exploratory research on the effects of demotion amongst older employees, Josten and Schalk (2010) found that amongst other factors, demotion had a positive effect in terms of health of the employees.

The reason demotion would be perceived as favorable is that they would be doing less stressful work for the same income; however there was a negative perception regarding the individual status and the violation of the psychological contract on the part of the employer.

This factor can be related to the older research participants who were reluctant to even aspire for a promotion one day but resolved themselves to remaining cleaners until retirement. Other older participants had reported that they had previously applied but due to disappointments had ceased to imagine any form of promotion for themselves.

In terms of human beings life stages, the participants are at an age when they are expected to be juggling parenting young and adolescent children and experiencing similar life challenges of raising children and full time employment Munn, (2013). Five participants reported to have older children whilst the rest have smaller children. Those with older children felt the merger would not affect them either way and they would be readily willing to move sites and travel to work every day. The conclusion is that the life stage of an individual also had a bearing on how they reacted to challenges brought on by change. Younger parents showed more resistance towards change than those with older children, because it would negatively affect their daily routine and lifestyle.

One male and eight females from the sample reported to be married. All participants reported to have a child or two. Four women reported to be single parents; they are also involved in a romantic relationship with a partner. The single males reported to be responsible fathers even though they did not stay with their children's mothers.

The findings suggests that all participants had some kind of support system but those who are single parents may need more financial support when it comes to the care of their children. In case of a merger, there was hope that job evaluations and upgrades would improve their lives for the better. Single parents who were older were more willing to move jobs to anywhere they would be required because they felt vulnerable in terms of job security. This finding is in agreement with Burchell (as cited in Malik and Subramanian, 2015) whose research revealed that the older the employee the less job security they will enjoy; due to the fact that should they lose their jobs as there would not be a second salary to carry their families through. The job opportunities become less as one grows older because more and more young people become eligible for work and to join the workforce to compete for the available job market. According to Niessen, Swarowsky, and Leiz, (2010) older employees show more resilience to adapting to changes in the workplace which means they perform better than their younger less experienced counterparts. Older employees have less stresses in terms of raising children and are more focused on themselves and nurturing their careers. They are also more content with where they are and become more responsible to perform well where they are.

4.1.4 Educational Qualification

The participants all have some type of formal learning and qualification. Only two males reported to have a matric qualification and two females are studying towards a formal qualification. One male and one female have a higher education qualification. The females from Randfontein are reportedly more educated than their Westonaria counterparts. There is a general false expectation that cleaners are supposed to remain as cleaners and not to pursue their dreams to become more in life and in their workplaces.

Some of the challenges experienced by the female participants in the workplace were the lack of support for their educational needs; they reported that they are not allowed to leave their posts and pursue formal training as it is not in line with their job description according to organizational policy. This practice disadvantages highly motivated staff members with a potential to become great future leaders. They are limited to cleaning services related training, of which there are not many higher level jobs available. The highest level a cleaner can hope to reach is a cleaning supervisor after team leader, and then the hierarchy ends.

There is also fear that the staff members might not be allowed to get work experience in other kinds of jobs different from cleaning like in administration should they move to another work site after the merger.

This kind of thinking keeps the staff members from exploring other possibilities of growth in the other organization after the merger.

The findings indicated that there was a substantial relationship with the participants' age and educational level. The younger the participants the higher their levels of educational qualifications they have. This may influence their ambition to grow from being cleaners within or outside the organization and someday become leaders in their units. Niessen, Swarowsky and Leiz, (2010) found that the working environment also influences how an employee will react or adapt to change. Those who view the current environment as stifling to their growth would be more likely to move should an opportunity be presented in hopes that the new work environment would present new challenges and promotions. What is interesting is that only two of all females are holding higher positions as supervisors and team leaders in their units and they are from Westonaria.

What could have attributed to this promotion is their mature age. Their age could indicate more years in the organization and more experience gained within the unit.

4.2 JOB PROFILE

All seventeen participants are on salary level 14 and work in the cleaning and facility maintenance unit. Eighteen percent of participants hold higher positions than the rest of the participants. One male who was the youngest of all participants, the other two are females in the oldest age category. They are team leaders in their units and have more responsibility. This result could mean that men have a higher chance to be promoted even at a younger age whereas women need more experience before being elevated to another level.

There is no empirical evidence to prove such an assertion, however countrywide there is still a struggle to elevate women to executive levels across private and government sector (Mathur-Helm, (2005); Schein, (2007)). Studies have been conducted and policies have been drafted to that effect, however women still fall short in this country and worldwide, although South Africa is one of the countries that are aggressively endorsing the idea of women empowerment and equity.
The team leaders have some difficulties at work due to their job profile. They reported that they experience resistance from their subordinates due to their position of power. They feel that their colleagues judge and isolate them from their groups.

Although they long to belong they choose to maintain professional distance from their subordinates to keep the unit functioning optimally. Distancing themselves may not be the answer to motivating the team to perform well; however because the cleaning unit is not equipped with proper training in managing people, they would not know how to handle leading the team. (Birasnav, Rangnekar, and Dalpati, 2011) propose that a good team leader is one that enables their team to share the vision of the department so as to link it with their own. This kind of leadership is transformational and would be very useful during change processes in order to motivate others to buy into the idea of management.

The lesson learned here is that management is missing a valuable opportunity to uplift the organization from bottom up with the cleaning unit.

4.3 PERCEPTIONS ON ORGANIZATIONAL COMMUNICATION

4.3.1 Table 4.3: Sources of Communication

Table 3: Data on sources and date of information about the pending merger

Westonaria communication channel on the merger	Randfontein communication channel on the merger
ANC **2** 2010 Local councilor **2** 2011 Labour Union **2** 2012 Colleagues **3** 2010-2011 Media **1** 2013	ANC **1** 2012 Local Councilor **1** 2013 Labour Union **2** 2014 Colleague **2** 2014 Home **1** 2012

Graphical Representation

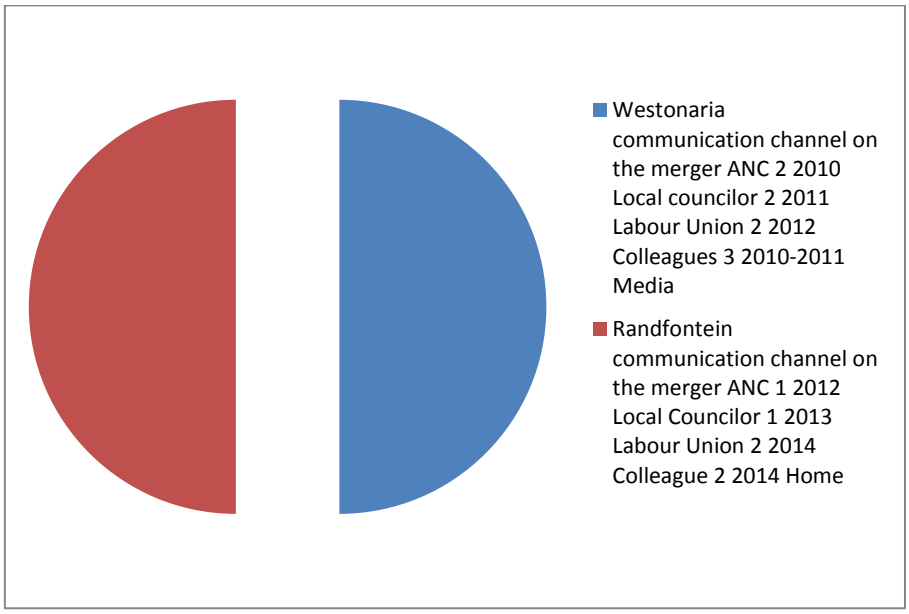


Figure:4.1 Sources of communication

Westonaria communication channel on the merger vs Randfontein communication channel on the merger.

4.3.2 Period of communication about the merger

The findings indicate that Westonaria participants learned about the merger first, mostly from colleagues and then on the political platforms; the public meetings. What is interesting is that Randfontein participants learned about the merger two years after their merging counterparts. The labour union was the main information channel for the participants from Randfontein, what this means is that the unions are actively involved with organizational strategies regarding the merger and took a lead to inform their members. This may have been the management strategy to allow the unions to lead the communication to the employees as there might be less resistance when the unions are explaining the need for the change and how it would benefit the organization. In the end should there be problems management could simply hide behind the Labour Unions once again. The danger with this kind of strategy is that the divide between management and the staff on the ground is increased by this kind of approach (Clegg & Haugaard, 2012).

Jaffe and Scott (1999) suggest that executives should be hands on and be personally involved in communicating the need for change, in this way they are seen as part of "us" as opposed to "them". Had the Political and/ or Administrative leaders been the ones communicating the need for change to employees on the ground; the perceptions and attitudes towards the pending merger could have been different and more positive.

One participant said the following:

W2: "I heard rumors because they did not tell us officially. We heard that we are going to merge as part of the 2016 Vision. We will be becoming one Municipality".

The Municipal Board of Demarcation had made announcements in the television and radio in 2010 about the planned nationwide municipal mergers to be implemented due to the new national demarcation policies that were already developed in the early 2000's (Moodley and Mckenzie, 2005). There had been no formal internal communication from management from either organization since then until a Labour Union in Randfontein in 2014 according to the participants. This has caused staff members to speculate and discuss about the merger amongst one another.
Labour Unions are political in nature and their representatives may not have the necessary skills and knowledge to properly address issues of Human Resources strategies.

There is a general term “Knowledge is Power” which depicts how power can also be in a passive form like withholding information in order to control and disempower others. The individual withholding the secret might feed off the curious and begging state of those individuals yearning for the details. Ivancevich, Konopaske & Matteson (2011, 345) define knowledge as a conclusion or analysis derived from data and information. The more the organizations withhold information about the merger from staff members the more power and control they exert over them.

One of the reasons why organizations might withhold information would be to ensure that the relevant information is cascaded down at the relevant and appropriate time by relevant people. They may fear that the staff members will panic and start resigning or resisting in fear of the pending change. From the findings of this study, it is clear that communicating the facts well in time would have been better than leaving staff members to speculate and make false conclusions amongst themselves.

Herholdt, (2012) blames organizational design as one of the factors that influence organizations to have poor communication with their staff members. Municipalities are political organizations which by design have historically been riddled with leaders who believe in secrecy and confidentiality on the need to know basis kind of leadership.

4.4 PERCEPTIONS ABOUT JOB RESPONSIBILITIES

According to studies conducted by Roethlisberger (as cited in Newstrom, 1986) positive attitude towards change in one’s job is positively related to job performance and the opposite is true for the negative attitude. Job performance is closely related to job responsibility. When an individual feels that their jobs are adequately and fairly allocated to them, they are more likely to do a good job. This is further influenced by the relationships amongst the colleagues and superiors. Old age and waning health had made the cleaners realize that cleaning was less stressful than other jobs, although the pay is not so gratifying, they saw a balance between what they were expected to do in their job description and the salary Josten & Schalk (2010).

It can be ***deduced*** then that the satisfied employees are more likely to welcome a work related change and perform better, provided this change is perceived as beneficial to them more as individuals than as a collective. It is therefore important for change managers to properly communicate and anticipate costs and benefits of the proposed change both at an individual as well as an organizational level in order for them to realize a smoother transition.

Table 4.4: Results on perceived impact on job responsibility

Westonaria Perceived Impact	No. of participants	Randfontein Perceived Impact	No. of participants
No change	4	No change	1
Positive change	3	Positive change	4
Negative change	1	Negative change	2
Uncertain	1	Uncertain	-

The findings suggested that the cleaning staff between the two organizations reacted differently to the news of the merger when they first heard about it.

4.4.1 No impact on the job responsibility

Four participants in Westonaria and only one in Randfontein felt that there would be no impact to their job responsibilities; especially on how they worked as teams. They were not concerned at all about their future changing job description as cleaners.. One reason for this kind of reaction could be attributed to the fact that to them it was just a rumor they heard from colleagues at the time and they did not have the facts of what a merger could entail. In an attempt to avoid being stressed about what they did not know of this group simply chose to believe that the merger would not affect their jobs in any way.

There was an expectation that the status quo will remain. At face value one may think this is a positive feedback in support to the merger. It became clear later in the discussions that this was contradiction.

One participant's statement was as follows:

R6: "I don't think there will be a problem, because we are not working as a team right now. We are fighting and there's no understanding…"

This statement is interesting in that as much as the participants might expect no change from the merger; it seems there were bad relationships within the units which are expected to continue. These facts inform the reader that management might not be monitoring work relations amongst the cleaning staff.

4.4.2 Expectation of positive impact by the merger on job responsibility

Randfontein had a higher positive expectation with four participants in terms of the impact of the merger on their job responsibility than three from Westonaria. The positive expectation was mostly based on the salary increase expectations. Interestingly, participants from both Municipalities thought the other ones earned more than them. .

W1: "It won't be affected but I think we will be equal with Randfontein, at Randfontein they are getting better salaries than us".

W 8: "The salary and the notch will increase because I think Randfontein are getting better than us".

R 1: "I don't think that it would happen; I heard that they get more salary than us. If they don't increase ours then we are going to fight (smiling)".

What stood out is that some participants not only had hope for promotions but also learning something new. There are participants who have ambition to pursue some other career other than growing within the cleaning and maintenance and are studying further. Motivated employees perform better and have a positive outlook on the future Niessen, Swarowsky & Leiz, (2010).

W9: "I love my job, I have passion for it. I think in life you have to start somewhere. What can only be improved from us; because we do not want to see ourselves in one place; if we can be developed as general workers".

W3: "Yes, doing the same thing over again can be boring, so if after the merger they are bringing something innovative, one might want to take that opportunity without hesitation".

R3: "I just see my future is going to be bright because now we are at school, things are happening now. So the only thing is that we have to finish our studies".

W10: "My job will be lighter, because there are more of us".

Some participants viewed the pending merger as bringing more personnel and relief for them; they have to work overtime to catch up with backlogs at the moment.

The merger is perceived as a double edged sword as it would mean less overtime that they are currently benefiting from.

On a positive note being a bigger Municipality means salaries have to automatically be upgraded to benchmark other same level Municipalities. To these groups of participants, the merger represented win - win scenarios. Their positive attitude towards their jobs seems to allow them to experience far greater perception of job satisfaction than their counterparts. Job satisfaction involves more than monetary rewards according to (Robbins, 1998); it involves a good personality – job fit as well. This is clearly illustrated by the statement below.

W 9: "Yes, I am still happy with my salary now. Earning is about how you are spending. Even if you earn more you might still be unhappy".

4.4.3 Uncertain about the impact by the merger on job responsibility

One participant each from Randfontein and Westonaria Municipality was uncertain about the impact the merger would have on their job responsibility.

W 6: "I think so, I'm not sure".

R7: "…Maybe some of the people will lose their jobs, I'm not sure. Maybe it will affect us maybe it won't affect us".

When individuals are unsure about the outcome of the event, they may develop scenarios and strategies in their own minds to cope with the situation. During a pending organizational change employees are bound to feel unsettled in their jobs, due to lack of communication from management. At this point rumors are certain to be circulating strongly about the future of the organization resulting from the change processes. At this point employees are not sure what choices to make, until they know which direction the organization will be taking when the change has been implemented. Bordia, Hobman, Jones, Gallois and Callan, (2004) refer to this kind of uncertainty as strategic uncertainty.

W 5: "If Westonaria and Randfontein become one, maybe there will be a change in direction".

The above sentence reflect that the participant is uncertain about what will happen exactly when the merger occurs, however there is an echo of hope in this statement and a willingness to welcome change of some sort.

All participants were certain about the merger not having any negative impact on their hours of work. In Westonaria they have flexi hours for starting earlier and leaving earlier as per arrangement with their management. In Randfontein there are no flexi hours in the cleaning and maintenance unit but there is over time for some of the Departments. Both organizations subscribe to a total of eight hours of work a day policy.

4.4.4 Expectation of negative impact by the merger on job responsibility

Rumours about the pending organizational change seemed to have fueled negative attitudes towards management and those future colleagues who would be joining the organization.

W7: "There's a challenge because of young blood. I am a supervisor, I am leading. I have been here a long time. When people come here there is friction, because people think you will take their position. I am always seen as a threat".

R6: "Here when the supervisor has a query with one person they involve all of us. If you involve the manager, they will shout at you, no go to the supervisor".

Animosity towards one another and supervisors in the units is likely to be stressful in the workplace and those involved are unlikely to be productive or ready to assist management with change processes. It seems protocol has not been properly explained to employees and being expected to follow it, is seen as a punitive measure by employees. Case studies done on the impact of rumours in the workplace suggest that these employees will be demotivated, frustrated, fearful, angry and hopeless regarding their jobs in the future (Kusstatscher, 2005).

4.5 PERCEPTIONS ON PERSONAL LIVES

Table 4.5: Perceptions

Westonaria Perceived Impact	No. of participants	Randfontein Perceived Impact	No. of participants
No change	5	No change	1
Positive change	4	Positive change	4
Negative change	1	Negative change	2
Indifferent	-	Indifferent	-

4.5.5 No impact on personal lives

W 1: "I don't think it will affect my family; my last born is going to grade 12 next year".

Half of the participants of Westonaria anticipated that the pending merger would have no impact on their personal lives. It could be attributed to the fact that most of the participants are older and have older independent children.

They do not view moving to another site as a problem whereas the younger participants would view it as a major inconvenience in terms of proximity of their children's school, transport fees etc.

4.5.6. Positive perception of the pending merger on personal lives

Participants said the following:

W1: "I don't know much about the merger, but I hear people talking and we are thinking there will be salary increases because they are not the same in both Municipalities".

W 3: "Yes, if we are going to be a city it's everyone's concern and hope that salaries will increase".

R2: "No… what I think; I will get a better salary".

Clearly some staff members have a positive outlook about the merger, hoping there will be improvements to their lives due to pending salary increases.

R 1: "I think I will go to Westonaria; there will be a change of the environment there".

R2: "Maybe I could get a better position".

The results show that most participants from both Municipalities had hope for a better future; they were willing to swap workplaces to find a better working environment on the other side.

W 9: "Yes, and one day I might be called for a certain job that I have an experience for. I believe in experience and not so much money".

W 10: "The future is good because since I am working here I got a house, a wife and children".

W 5: "I am happy because I worked for Seriti, and then I became permanent in 2013. It is better for me".

Even those participants who did not anticipate any change or impact by the merger to their personal lives, they were still willing to travel or move to the other organization if it meant improving their lives somehow. There was an echo of more gratitude from the Westonaria organization for having provided them with employment which afforded them a better lifestyle.

4.5.7 Negative perception of the pending merger on personal lives

Ten percent of the Westonaria participants to the twenty eight percent of the Randfontein participants had a negative perception of the pending merger on their personal lives.

The reason for the less negative perception and a lean towards the positive by the Westonaria participants could be that they had known about the pending merger two years longer than their counterparts. This could mean that they had had enough time to think about the pending change and enough time to accept it as inevitable and to adapt themselves towards embracing the change (Niessen, Swarowsky, & Leiz, (2010).

4.5.8 Indifferent about the impact of the merger on personal lives

Only fourteen percent of the participants from Randfontein seemed not to be concerned about the impact of the pending merger on their personal lives.

4.6 LONG TERM VISION IN THE MUNICIPALITY

Table 4.6: Vision of the Municipality

Westonaria Perceived Impact	No. of participants	Randfontein Perceived Impact	No. of participants
No change	5	No change	1
Positive change	4	Positive change	4
Negative change	1	Negative change	2
Indifferent	-	Indifferent	-

4.6.1 No change in the long term vision

No participants reported on this variable.

4.6.2 Positive long term vision in the organization

Participants from both organizations scored high in terms of their loyalty and long term vision in the organization.

W 6: "If you say do that thing, I do it, if you say go there, I go. I don't complain".
W 10: "The future is good because since I am working here I got a house, a wife and children".

There were those who felt they had no choice but to remain in the organization until their pension due to the long years they had invested. They would not be able to secure employment elsewhere due to their current age.

W 2: "I am not sure because my pension is knocking. My goal is to go at 55 years. I have worked here for 18 years already. I will take early pension".

4.6.3 Negative long term vision in the organization

A lesser number of participants from both organizations had a negative view of the future and were waiting on other opportunities to enable them to grow their careers elsewhere.

W 7: "I am still here because I was suffering; this is not where I want to end up. I am a business woman. I think after two years I might be where I was before. I do love my Municipality though and I want to see it prosper".

W 8: "I feel now I have to pack and go; if tomorrow you can say pack, I would be very happy to go".

4.6.4 Indifferent

There were no participants which reported on this variable in this category.

4.7. IMPACT OF ORGANIZATIONAL CULTURE

Table 4.7 Impact of Organizational Culture

Westonaria Perceived Impact	No. of participants	Randfontein Perceived Impact	No. of participants
No change	5	No change	1
Positive change	4	Positive change	4
Negative change	1	Negative change	2
Indifferent	-	Indifferent	-

4.7.1 No change

4.7.2 Positive impact to organizational culture

There was more positive anticipation of the impact the merger would make to the organizational culture form both organizations.

There was an expectation that the merger would improve relations and there would be a fusion of cultures and languages (Weber & Tarba, 2012). Some employees were anticipating the sharing of resources as well. More work could be done with more human resources. The logos could be redesigned with the input from the employees together with the politicians.

W 9: "Yes. You know other people are not comfortable with speaking other people's language, so you have to accommodate them".

R 1: "Can I say ne? It will be good because our Municipality at this moment it so... always they say that there is no money; there's no money, but that side they don't complain about money".

R4: "Our logo has meaning, so if we going to change, it's going to be difficult, and especially if there's an influence of politics, at least we know where we come from as Randfontein. If we change a logo, who will decide, is it the political side or the administration?"

R5: "My expectation in this merger is that these people must work, get more work done".

4.7.3 Negative impact to organizational culture

W 8: "Gossiping and judgment".

Fewer participants from both organizations were of the opinion that the pending merger would have a negative impact on their organizational culture. This group felt that merging would mean that they had to give up their normalcy and have to assimilate with other people who would be coming in and that could result in gossiping, being judged and having to give up their logo. The logo has represented their identity which they had known for the longest time. The two organizations have different dominant languages of instruction according to the geographical area. Randfontein is dominated by the Tswana speaking community whilst Westonaria is dominated by the Xhosa speaking community. There was a concern from this group of participants about having to accommodate the employees from the other organization and communities in terms of spoken language. These participants were not yet ready to compromise.

4.7.4 No Change to the Organizational Culture

These participants felt that both Towns are in the same region of the Westrand and there is no reason that there should be a change in culture as they have been residing alongside one another for a long time and have learned to live in harmony in their respective communities. These two Towns are characterized by the mining industry therefore, there was an expectation that all would remain the same and there would be an assimilation of the cultures here and there without much friction amongst the employees or from management.

W 2: "Even when people ask me I don't say I am just a general worker; I provide them with information. I like that department. I always tell my colleagues that if you do your work well no supervisor can reprimand you"

W 3: "Well, the Westonaria have been characterized by the mining industry, I think in Randfontein as well. I think the logo must retain what we both have and also the minerals that we produce must also reflect there. Also there must be the green colour as we are greening the environment".

R 7: "I think both of them would have to compromise and come up with a logo that's going to suit both. I wouldn't want it to change but I would accept it".

Participants concentrated on symbols of their culture and did not dwell much on organizational culture in relation to themselves and the employer; Weber & Tarba, (2012) discuss about organizational cultural integration where there is a link between top, middle and low management. The nature of Municipalities is that there exist two innate and distinct organizational cultures; the political and the administration which cause almost natural divide between employees of these two factions. During organizational change processes as great as mergers, Labour parties can play a big role in uniting the two and creating a culture that politics are good and keep the countries leaders accountable instead of the two walking side by side on different rails towards similar goals.

CHAPTER FIVE

RESEARCH CONCLUSION AND RECOMMENDATIONS

5.1 RESEARCH FINDINGS

The research findings have been measured against the aims of the research study. To determine whether the research tools that were utilized yielded relevant information to provide insight into how the cleaning employees of the two Municipalities experienced the process leading to the municipal merger.

5.2 SUMMARY OF FINDINGS - RANDFONTEIN LOCAL MUNICIPALITY

- The younger participants were hungry for success and reported that they would apply for higher positions in contrast to their older counterparts within the same unit.

- The life stage of an individual also has a bearing on how they will react to a change challenge. Younger parents are more resistant to change than those with older children, because it would negatively affect their lifestyle.

- The findings suggested that all participants have some kind of support system but those who are single parents may need more financial support when it comes to the care of their children.

- Those employees who viewed their current working environment as stifling to their growth would be more likely to move out of the unit should an opportunity be presented in hopes that the new work environment would present new challenges and promotions.

- Findings suggested that the cleaning staff between the two organizations reacted differently to the news of the merger when they first heard it. Randfontein has younger employees in cleaning unit and they were uncertain of the impact because they have not been permanent for long in the organization.

5.3 SUMMARY OF FINDINGS - WESTONARIA LOCAL MUNICIPALITY

- The merger represents an opportunity for the young employees to seek greener pastures in case they will need to move sites but would also consider applying externally. Older participants are content where they are and are loyal to the organization.

- The findings suggested that all participants have some kind of support system, however there was a need for more financial support for the single women who are parents.

- Older employees have less stresses in terms of raising children and are more focused on themselves and nurturing their careers. They are also more content with where they are and become more responsible to perform well where they currently working.

- Those employees who view the current working environment as stifling to their growth would be more likely to move should an opportunity be presented in hopes that the new work environment would present new challenges and promotions.

- Findings suggested that the cleaning staff between the two organizations reacted differently to the news of the merger when they first heard about it. Westonaria has older employees who have been working there longer and they had experienced a merger process before which had benefitted them financially through a salary upgrade.

5.4 LIMITATIONS OF THE RESEARCH STRATEGY, DESIGN AND METHODOLOGY

5.4.1 Limitations

- Some participants were eager to please and responded only positively about their municipality.
- Some seemed very suspicious about the purpose of the research and only gave short answers and would not allow the probes to go any further.
- Some participants agreed to participate but were reluctant to come forward for the interview.
- The research study was conducted on a small scale; it would be difficult to make generalizations to the populations.

5.4.2 Strengths

- All responses were accepted with some probing for elaboration on the topic.
- The interviews were conducted in English, bi-lingual exchange was however allowed to accommodate the participants and allow for free expression.
- Anonymity and confidentiality was guaranteed in the study.
- More participants from Randfontein were willing to share their thoughts, opinions and feelings freely about the pending merger due to familiarity to the researcher.

5.5 CONCLUSIONS

5.5.1. Communication medium and Timing

In exploring the participants' perceptions about the change processes taking place in their workplace, the research focused on the communication medium used to introduce the pending merger as well as the timing of such communication. The fact that there was the same main medium of communication for both organizations talks to the culture of the organization. The organizations are both political and have used the labor unions within the organization to communicate with their members to address issues relating to their job security and salaries. This strategy also served to assess and address any resistance towards the pending change process.

What stood out was the fact that the two organizations chose to inform their staff members at different times. The result of the delay by one organization produced negative results; allowed rumors to circulate and to cause panic and a poor attitude towards the process by the time it was announced. Participants who were involved earlier on in the process coped better because they had time to visualize the changes. The perceived impact on their personal lives was minimal if at all.
The participants who learned earlier about the pending merger were more welcoming and eager for the change as it promised to improve their livelihoods. They had a more positive attitude towards their work responsibilities according to Knippenberg (as cited in Kusstatscher, 2005).

The participants who had been through a similar change process previously were more eager as the previous experience had been a positive one in terms of remuneration. This is a positive attribute of the employer, which creates a positive expectation of all future similar change processes.

5.5.2. Work relationships

The participants' relationship with their immediate supervisor was a major factor in the participants' attitude towards the change. The majority of participants in Randfontein Municipality welcomed the pending change readily if it meant that they could change their work location.
The nature of the working relationships influenced other factors like job satisfaction and motivation. The better the relationship, the better the performance and predicted future performance after the merger.

The pending municipal merger was seen by the ruling party as a positive step towards remedying mistakes of the past and minimizing community protests. The participants looked forward to living in a metro as it meant better service delivery as more and bigger service points would be available. The overall perception of the pending merger was positive for all.

5.5.3. Lessons Learnt

Management is missing a valuable opportunity to uplift the organization from bottom up with the cleaning unit, these are valuable individuals with influence and they are loyal to the organization. They are more resilient to change than other employees (Sherlock-Storey, Moss and Timson, 2013).The reason behind the resilience is because they have been longer in the organization and gone through previous change processes. They have seen the organization's growth and remained behind to contribute when others left.

The limitation of the study was that the customer component was not included to obtain an integrated view of the change dynamics involved. This is a recommendation for future studies.

5.6 RECOMMENDATIONS

5.6.1. Planned communication strategy

It is therefore recommended that communication of any pending organizational change be planned immediately after management visualizes it. Organizations need to prepare the staff for their vision, and objectives and to keep informing staff at different stages of planning right up to the implementation stage.

They need not seek permission if the change is necessary for the organizational survival, however, they would gain more trust if they are seen to be transparent about the process that is being proposed. This action would minimize fear, resistance and any negative attitudes that may arise.

5.6.2. Revise previous change successes

The recommendation to Municipalities are to utilize their previous positive change outcomes as a marketing tool for future change proposals in order to gain support from their employees and to minimize resistance. Similarly, they can learn from previous mistakes and use those lessons as a departure point when planning future change processes.

5.6.3. Employee engagement sessions

It is recommended that the same participants or even on a larger scale in the same organizations be visited after the change has been implemented to discover if their expectations were met after the implementation and what are their perceptions on the process then.

The student acknowledges that further research with larger samples is recommended with regards to organizational mergers within Local Government. The findings in this study cannot be generalized due to the small sample size however, it is still the student's hope that this study has provided sufficient data to provide some direction and clarity as to what the employees expect and hope for during and after a change processes in this type of organization.

5.7 CONCLUDING COMMENT

The study began as a study of combined perceptions within the two organizations' cleaning staff, in the end there was an opportunity for a comparative study. The age has been the influencing factor in some of the responses because when the previous municipal merger took place those participants were much younger; they are now much older and wiser also their lives have changed because their family dynamics are different. Their children are much older and independent. For those with small children it proved to be different, because they needed to consider how the possible moving to another department or work site would affect the family interactions.

During the interviews it emerged that the two organizations had undergone merging previously and that experience had somehow prepared them for the future merger. The participants shared their previous experiences and there was a high level of comparison with the previous merger which brought a feeling of nostalgia for some as they remembered the transformation processes that had taken place. What employees remembered most was the salary increase as it had made a positive impact to their livelihoods.

Older participants in the workplace were looking forward to the merger and were not too concerned about the changes that might occur on their job descriptions.

It seems the past was the best teacher for these participants and they elected to recall only the positive parts from the experience which then informed their positive expectation for the future merging results. This has assisted these employees to have a person-organization fit (Ivancevich, Konopaske, & Matteson, 2011). These participants have assimilated their own values and have developed a positive attitude towards their organization.

The participants also have a positive association with the pending organizational merger as a result of their previous positive merger experience.

For those participants for whom this was a first merger, a difference was observed with regards to their concern about their livelihood as opposed to the group that had previously been part of the merger.

Labour policies such as the Employment Equity Act and the Affirmative Action aimed to elevate qualified females to earn equal pay for the same work as the males with the same credentials enjoy (Deakin & Morris 2012).

Although legislatively great career doors have been opened for women in the workplace, it seems a lot of emotional growth through mentoring and coaching is needed to ensure that even when women lead they elevate other women.

This would go a distance to balance the scales of remuneration and true leadership power when it comes to gender equality especially those that hold top leadership positions in South Africa. These challenges might be more difficult to overcome due to the male dominance in the top political and corporate positions. Men support one another as opposed to women when it comes to career progression. Whilst women are competing with one another and bringing each other down, males are building supportive networks so they remain strong in times of need.

Transformation in the workplace is influenced by how the employees view and experience it, regardless of gender, race of creed. Hope can be a powerful tool for organizations to instill whilst engaging employees towards transformation. Employees who feel connected to their organization and with one another will be open to transformation. Open communication and a deeper engagement could assist organizations move towards a smoother transition.

Merging and Acquisition research studies conducted in South Africa and elsewhere have been reviewed for current trends and developments. Press releases and some electronic data have been reviewed to gain insight into what the impacted communities thought about the mergers for a complete objective picture of that process.

The development of change strategies and application of change theories are seen as management responsibility; change managers have to be open to being flexible in their application of theory according to the needs of the organization.

Although organizational culture is sometimes overlooked by some change theorists, it remains an important variable that influences the success or failure of change processes. Communication and stakeholder involvement are also critical to determine the long term success of any change process within the organization. One could imagine a change management process that actually begins with consultation with the employees on the ground in the future with proper research conducted on the subject. Stakeholders' should be involved right at the beginning to find out what they think about the proposal.

While not all employees would be involved in developing strategies, minimal involvement at the beginning could boost employee morale and address any fears and uncertainty. An integration of change theories and models by change managers; using what works, and discarding what does not remains part of change strategies that have produced successful results for organizational change management.

It can be concluded therefore that when one has been through a similar change, there is more likely to be preparedness and less stress regarding the outcome due to anticipation of similar results. The individual have had time and opportunity to adjust their minds, to find meaning (Josten and Schalk, 2010) and better ways of coping with those work events. There might as well be anticipation of how they would cope even better should similar events present themselves in the future.

It is acknowledged that further research with larger samples is recommended with regards to organizational mergers within Local Government. A customer's impact and perceptions component may be included in similar research so as to obtain an integrated view of the change dynamics as both customers and employee impact on the business processes.

A post-merger research with the same or similar groups may also provide valued data to reflect real impact of organizational change management.

6. REFERENCES

Ahuja, G., & Katila, R. (2001). Technological acquisitions and the innovation performance of acquiring firms: A longitudinal study. Strategic management journal, 22(3), 197-220.

Aitchison J. (2014). Managing Workplace absences. USA: BASIC online.

Alhojailan, M. I. (2012). Thematic analysis: A critical review of its process and evaluation. West East Journal of Social Sciences, 1(1), 39-47.

Allan, K., & Heese, K. (2011). Understanding why service delivery protests take place and who is to blame. Municipal IQ, 93-114.

Alvesson, M., & Sköldberg, K. (2017). *Reflexive methodology: New vistas for qualitative research*. Sage.

Aronfreed, J. (2013). Conduct and conscience: The socialization of internalized control over behavior. Elsevier.

Attwell, D. (2005). Rewriting modernity: studies in black South African literary history. Ohio University Press.

Avey, James B., Tara S. Wernsing, and Fred Luthans (2008). "Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors." The Journal of Applied Behavioral Science 44(1), 48-70.

Babbie, E. & Mouton, J. (2001). The Practice of Social Research. USA: Oxford University Press.

Basic Conditions of Employment Act 75 of 1997. Pretoria, South Africa: Government Printers.

Bate, S. P. (2010). Strategies for cultural change. Routledge.

Baxter, P. & Jack, S.(2008). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. The Qualitative Report, 13(4), 544-559.

Belson, W.A. (1986). Validity in Survey Research. England: Gower Publishing Company Limited.
Benjamin, O., Bernstein, D., & Motzafi-Haller, P. (2010). Emotional politics in cleaning work: The case of Israel. Human relations, 0018726710378383.

Biberman, J., & Marques, J. (2014). Influences of Religion on Spirituality in the Workplace. In Leading Spiritually (pp. 167-178). Palgrave Macmillan US.

Birasnav, M., Rangnekar, S., & Dalpati, A. (2011). Transformational leadership and human capital benefits: The role of knowledge management. Leadership & Organization Development Journal, 32(2), 106-126.

Bouckenooghe, D., & Devos, G. (2007). Psychological change climate as a catalyst of readiness for change: A dominance analysis (No. 07/483). Ghent University, Faculty of Economics and Business Administration.

Braun, V. & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, (3), 77-101.

Bryman, A. (2004). Social Research Methods (2nded.). USA: Oxford University Press. Bruce, M., & Claus, M. (2014). Nelson Mandela.

Brinkmann, S., & Kvale, S. (2005). Confronting the ethics of qualitative research. Journal of constructivist psychology, 18(2), 157-181.

Bryman, A. (2004). Social Research Methods (2nded.). USA: Oxford University Press.

Bryson, J. M. (2011). Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement (Vol. 1). John Wiley & Sons.

Bordia, P., Hobman, E., Jones, E., Gallois, C. & Callan, V.(2004). Uncertainty during Organizational Change: Types, Consequences and Management Strategies. Journal of Business and Psychology. 18 (4), 507-532.

Borrageiro, B. (2012). Readiness for organizational change, Resistance toward organizational change, Behavioral Support for organizational change and demographic characteristics: How they relate to a Corporate Social Networking Site change initiative. Johannesburg, South Africa: University of the Witwatersrand Press.

Buhlungu, S. (2006). Rebels without a Cause of Their Own? The contradictory location of white officials in black unions in South Africa, 1973–94. Current Sociology, 54(3), 427-451.

Burke, W. W., & Noumair, D. A. (2015). Organization development: A process of learning and changing: Pearson Education.

Cameron, E., & Green, M. (2015). Making sense of change management: A complete guide to the models, tools and techniques of organizational change. Kogan: Page Publishers.

Carcary, M. (2009). The research audit trial–enhancing trustworthiness in qualitative inquiry. The electronic journal of business research methods, 7(1), 11-24.

Canonici, N. N., & Cele, T. T. (1998). Cetshwayo kaMpande in Zulu Literature. Alternation, 5(2), 72-90.

Capron, L., & Pistre, N. (2002). When do acquirers earn abnormal returns? Strategic management journal, 23(9), 781-794.

Carmody, P. (2002). Between globalization and (post) apartheid: the political economy of restructuring in South Africa. Journal of Southern African Studies, 28(2), 255-275.

Carr, M, H. (2007). The Surface of Mars. UK: Cambridge University Press,

Carrigan, M. D. (2013). Performance Appraisals: Demotivation vs. Motivation. Journal of Leadership and Organizational Effectiveness, 1(1), 17.

Cartwright, S., & Schoenberg, R. (2006). Thirty years of mergers and acquisitions research: Recent advances and future opportunities. British journal of management, 17(S1), S1-S5.

Cassell, C. & Symon, G. (1994).Qualitative Methods in Organizational Research: A practical Guide. London: SAGE publications.

Castano, E. (2015). Introduction Selling Reason: The Social Science Contribution to Saving the Planet from Lethal Climate Change. Social Research: An International Quarterly, 82(3), 557-559.

Change Management Programme. (2009). Pretoria, South Africa: University of Pretoria Press.

Chatterjee, S. R. (2007). Human Resource Management in India: 'Where From' and 'Where To?'. *Research and Practice in Human Resource Management,* 15(2), 92-103.

Chilisa, B. 2011. Indigenous Research Methodologies. Los Angeles: Sage.

Chin, J. L. (2010). Introduction to the special issue on diversity and leadership. American Psychologist, 65(3), 150.

Clarke, V., & Braun, V. (2013). Teaching thematic analysis: Overcoming challenges and developing strategies for effective learning. The psychologist, 26(2), 120-123.

Clegg, S.R. & Hauggard, M. (2012). Power and Organizations: Volume IV. Los Angeles: SAGE.

Coghlan, D. & Brannick, T. (2010). Doing Action Research in Your own Organization (3rd ed.). London: SAGE Publications.

Cooke, J. (2009). Obama's Africa Agenda. Current History, 108(718), 195.

Coyne, C. J., & Ryan, M. E. (2009). With friends like these, who needs enemies? Aiding the world's worst dictators. The Independent Review, 14(1), 26.

Creswell, J.W. (2007). Qualitative Inquiry and Research Design: Choosing among five approaches (2nd ed.). London: SAGE publications.

Cummings, T., & Worley, C. (2014). Organization development and change. Cengage learning.

Dalton, D. (2013). Mahatma Gandhi: Nonviolent power in action. Columbia University Press.

Davies, K., Tropp, L. R., Aron, A., Pettigrew, T. F., & Wright, S. C. (2011). Cross-Group Friendships and Intergroup Attitudes A Meta-Analytic Review. Personality and Social Psychology Review, 15(4), 332-351.

Dawson, P. (2004). Understanding organizational change: the contemporary experience of people at work. London: Sage Publication.

Deakin, S. F., & Morris, G. S. (2012). Labour law. Hart publishing.

De Vos, A. S. (Ed.). (2002). Research at grass roots: For the social sciences and human services professions. Van Schaik.

Doherty, T.L. & Horne, T. (2002).Managing Public Services: Implementing Changes- A thoughtful Approach. London: Routledge.

Ellis, S., & Sechaba, T. (1992). Comrades against apartheid: the ANC & the South African Communist Party in exile. Indiana University Press.

Elphick, R., & Giliomee, H. (Eds.). (2014). The Shaping of South African Society, 1652–1840. Wesleyan University Press.

Elmqvist, T. (2010). Urban transitions: on urban resilience and human-dominated ecosystems. Ambio, 39(8), 531-545.

Ememe, J. (2017). *Leadership Strategies for Managing Change in the Nigerian Banking Industry* (Doctoral dissertation, Walden University).

Engel, U. (2014). South Africa: The 2014 National and Provincial Elections. Africa Spectrum, 49(2), 79-89.

Ernstson, H., van der Leeuw, S. E., Redman, C. L., Meffert, D. J., Davis, G., Alfsen, C., & Erkama, N. (2010). Power and resistance in a multinational organization: Discursive struggles over organizational restructuring. Scandinavian Journal of Management, 26(2), 151-165.

Fauset, A. H. (2014). Black gods of the metropolis: Negro religious cults of the urban North (Vol. 23). University of Pennsylvania Press.

Franić, R. (2015). The situation of women living in rural areas of the European Union.

Fox, C., & Casper, W. C. (2015, January). An Exploration Into The Interplay Of Employee Spirituality, Psychological Capital And Performance. In Academy of Management Proceedings (Vol. 2015, No. 1, p. 18306). Academy of Management.

Garcia, D. & Gluesing, J.C. (2013).Qualitative Research Methods in International Organizational Change Research. Journal of Organizational Change Management, 26(2), 423-444.Gasher, M., & Skinner, D. (2012). Mass communication in Canada. Oxford University Press.

Gerhart, G. M. (2008). Interview with Steve Biko. Biko Lives, 21-42.

Giliomee, H., Myburgh, J., & Schlemmer, L. (2001). Dominant party rule, opposition parties and minorities in South Africa. Democratization, 8(1), 161-182.

Gill, R. (2002). Change management--or change leadership?. *Journal of change management*, *3*(4), 307-318.

Ginsburg, R. (2011). At home with apartheid: the hidden landscapes of domestic service in Johannesburg. University of Virginia Press.

Glennon, R. J., Hodgkinson, I. R., Knowles, J., Radnor, Z., & Bateman, N. (2018). Public sector 'Modernisation': examining the impact of a change agenda on local government employees in England.

Goyal, K. A., & Joshi, V. (2011). Mergers in Banking Industry of India: Some Emerging Issues. Asian Journal of Business and Management Sciences, 1(2), 157-165.

Greeff, M. (2005). Information collection: interviewing. De Vos, AS, Strydom, H., Fouché, CB & Delport, CSL, 286-313.

Greenberg, J. & Baron, R.A. (2008).Behaviour in Organizations (9thed.). USA: Pearson Prentice Hall.

Gröschl, S., & Bendl, R. (Eds.). (2015). Managing Religious Diversity in the Workplace: Examples from Around the World. Ashgate Publishing, Ltd.

Guideline Document on Restructuring of Municipalities (2012). Pretoria: SALGA.

Gulmohamad, Z. K. (2014). The Rise and Fall of the Islamic State of Iraq and Al-Sham (Levant) ISIS.

Global Security Studies, 5(2), 1-11.Habib, A. (2003). State-civil society relations in post-apartheid South Africa. State of the nation: South Africa, 2004, 227-241.

Habib, A. (2005). State-civil society relations in post-apartheid South Africa. Social Research, 671-692.

Harper, S. (2012) The psychological impact of Apartheid on Black South Africans. GRIN Verlag.

Hay, D. & Fourie, M. (2002).Preparing the way for mergers in South African higher education institutions: An investigation into staff perceptions. Higher Education, 44, 115-131.

Hecht, M. H. (2002). Metastability of liquid water on Mars. Icarus, 156(2), 373-386.

Herholdt, J. (2012). Managing Change in Organizations: Articles for the Human Capital Review: South Africa: Knowres Publishing.

Hill, J. B. (2009). Why Obama's Presidency Will Change the World. In The First Black President (pp. 141-150). Palgrave Macmillan US.

Hodson, R. & Sullivan, T. A. (2002).The Social Organization of Work. (3rd ed.) Canada: Wadsworth/ Thomson Learning.

Hornstein, H. A. (2015). The integration of project management and organizational change management is now a necessity. International Journal of Project Management, 33(2), 291-298.

Houston, G., Mati, S., Seabe, D., Peires, J., Webb, D., Dumisa, S. ... & Pophiwa, N. (2014). The Liberation Struggle and Liberation Heritage Sites in South Africa.

Huchzermeyer, M. (2008). Housing in informal settlements: A disjuncture between policy and implementation. Risk and opportunity, 94.

Hyde-Clarke, N. (2011). Political posturing and the need for peace journalism in South Africa: the case of Julius Malema. Communicatio: South African Journal for Communication Theory and Research, 37(1), 41-55.

Hyslop, J. (2010). A destruction coming in: Bantu education as response to social crisis.

http://blacklikeyou.co.za/

http://mg.co.za/article/2014-07-08-ramphele-quits-politics-after-accomplished-aims

http://mg.co.za/tag/service-delivery-protests

http://smallbusiness.chron.com/bluecollar-worker-whitecollar-worker-11074.html

http://soulbird.com/

http://www.biznews.com/leadership/2015/08/14/rw-johnson-imf-chinese-lesslikely-or-brics-bank-to-bailout-sa/http://www.bona.co.za/do-you-suffer-from-the-phd-syndrome/

http://www.businessdictionary.com/definition/job-security.html

http://www.cecosa.co.za/index.php/industry-links/6-regulatory-bodies

http://www.citypress.co.za/?s=2016+municipal+merger&submit.x=4&submit.y=8

http://www.cosmeticsdesign-europe.com/Market-Trends/South-Africa-moves-to-start-regulating-the-cosmetics-industry

http://www.elections.org.za/resultsnpe2014/

http://www.enca.com/africa-life/nigeria-tops-list-skin-lightening-products

https://www.enca.com/coverage/das-leadership-race

http://www.grin.com/en/catalog/history/history-africa/

http://www.indiana.edu/~change/defofchange.html

http://www.looklocal.co.za/looklocal/content/en/randfontein-westonaria/randfontein-westonaria-news-municipal?oid=3724530&sn=Detail&pid=489919&Due-to-financial-difficulties--the-Westonaria-Local-Municipality-will-merge-with-Randfontein-Local-M

http://www.marikanacomm.org.za/

http://www.misslira.com/

http://www.municipaliq.co.za/index.php?site_page=article.php&id=38

http://www.mra-regulatory.com/index.php/cosmetics

http://www.news24.com/MyNews24/Pull-Her-Down-Syndrome-20150831

http://www.news24.com/SouthAfrica/News/meet-the-eff-mp-who-refuses-to-speak-english-in-

https://onlineacademiccommunity.uvic.ca/lindsaybhuller6/author/lbhuller/parliament-20151222

http://pubs.socialistreviewindex.org.uk/isj70/safrica.htm

http://www.dailymaverick.co.za/article/2014-12-05-betrayal-chronicles-the-agonising-case-of-apartheids-black-collaborators/

http://www.sahistory.org.za/

http://www.sahistory.org.za/politics-and-society/apartheid-legislation-1850s-1970s

http://www.salga.org.za/pages/About-SALGA/Welcome-to-SALGA

http://www.timeslive.co.za/local/2014/12/09/chamber-of-mines-worried-about-rolling-blackouts

http://www.timeslive.co.za/politics/2014/12/10/eff-to-challenge-parliament-s-sanctions-prepares-for-constitutional-court

https://upload.wikimedia.org/wikipedia/en/c/c7/Logo_for_the_University_of_the_Witwatersrand,_Johannesburg_(new_logo_as_of_2015).jpg

https://en.wikipedia.org/wiki/History_of_South_Africa

http://www.worldmag.com/2015/04/the_link_between_social_media_and_suicide_in_young_women

Imtiaz, S., & Ahmad, S. (2009). Impact of stress on employee productivity, performance and turnover; an important managerial issue. International Review of Business Research Papers, 5(4), 468-477.

Ivancevich, J.M, Konopaske, R. & Matteson, M.T. (2011). Organizational Behavior and Management. (9th ed.) new York: MacGraw-Hill Companies Inc.

Jackson, A. P., Brooks-Gunn, J., Huang, C., & Glassman, M. (2000). Single Mothers in Low-Wage Jobs: Financial Strain, Parenting, and Preschoolers'Outcomes. Child development, 71(5), 1409-1423.

Jacob, S.A. & Furgerson, S.P. (2012). Writing Interviews Protocols and Conducting Interviews: Tips for students new to the field of Qualitative Research. The Qualitative Report 17(6), 1-10.

Jacobs, J. U. (2008). Playing in the dark/playing in the light: Coloured identity in the novels of Zoë Wicomb. Current Writing: Text and Reception in Southern Africa, 20(1), 1-15.

Jaffe, D.T. & Scott, C.D. (1999). Getting Your Organization to Change: A Guide For Putting Your Strategy Into Action. USA: Crisp Publications.

Kanten, S., & Sadullah, O. (2012). An empirical research on relationship quality of work life and work engagement. Procedia-Social and Behavioral Sciences, 62, 360-366.

Kavanagh, M. H., & Ashkanasy, N. M. (2006). The impact of leadership and change management strategy on organizational culture and individual acceptance of change during a merger. British Journal of Management, 17(S1), S81-S103.

Kelso, C., & Vogel, C. (2015). Diversity to decline-livelihood adaptations of the Namaqua Khoikhoi (1800–1900). Global Environmental Change, 35, 254-268.

Khandelwal, P., & Joshi, G. M. (2002). Managing Organizational Change through the Transition of Organizational Equilibrium. Indian Journal of Industrial Relations, 41-65.

Klasen, S., & Woolard, I. (2009). Surviving unemployment without state support: unemployment and household formation in South Africa. Journal of African economies, 18(1), 1-51.

Knight, J. (2017). Go with the Flow. *Design for Next*.

Kusstatscher, V. & Cooper, C.L. (2005). Managing Emotions in Mergers and Acquisitions. USA: Edward Elgar Publishing Limited.

Leach, S., Stewart, J, & Walsh, K. (1994). London: Macmillan Press LTD.

Lees, M. & Taylor, G. (2004). Mergers and the new workplace: The effects of a merger of two emergency departments on nursing staff. Journal of Health & Human Services Administration, 26(4), 471-484.

Leyland, M., Hunter, D., & Dietrich, J. (2009, August). Integrating change management into clinical health information technology project practice. In Privacy, Security, Trust and the Management of e-Business, 2009. CONGRESS'09. World Congress on (pp. 89-99). IEEE.

Loy, D. R. (1997). The religion of the market. Journal of the American Academy of Religion, 275-290.

Magobe, N. B., Beukes, S., & Muller, A. (2010). Reasons for students' poor clinical competencies in the Primary Health Care: clinical nursing, diagnosis treatment and care programme: original research. Health SA Gesondheid, 15(1), 1-6.

Magubane, Z. (2004). The Revolution Betrayed? Globalization, Neoliberalism, and the Post-Apartheid state. The South Atlantic Quarterly 103(4), 657-671.

Mamdani, M. (2015). Beyond Nuremberg The Historical Significance of the Post-apartheid Transition in South Africa. Politics & Society, 43(1), 61-88.

Manala, M. J. (2013). 'A better life for all': A reality or a pipe-dream? A black theology intervention in conditions of poor service delivery in the democratic South Africa. Scriptura, 105, 519-531.

Mandela, N. (2013). Long walk to freedom. Hachette UK.

Manning, A.D. (1987). Communicating for Change: A guide to managing the future of South African Organizations. Cape Town: Juta & Co. LTD.

Marschall, S. (2010). The memory of trauma and resistance: public memorialization and democracy in post-apartheid South Africa and beyond. Safundi: The Journal of South African and American Studies, 11(4), 361-381.

Mathur-Helm, B. (2005). Equal opportunity and affirmative action for South African women: a benefit or barrier? Women in Management Review, 20(1), 56-71.

McSween, H. Y. (2006). Water on Mars. Elements, 2(3), 135-137.

Miraftab, F. (2012). Colonial present: legacies of the past in contemporary urban practices in Cape Town, South Africa. Journal of Planning History, 1538513212447924.

Mirhabibi, M. S. (2017). *Change management and the managers' constraints and challenges during change processes: An exploratory study of some chain hotels in Stavanger* (Master's thesis, University of Stavanger, Norway).

Monette, D.R., Sullivan, T.J., Dejong, C.R. (2011). Applied Social Research: A Tool for the Human Services (8thed.). USA: Brooks/Cole.

Moodley, S. H. A. R. I. V. A. N., & Mckenzie, K. A. T. H. A. R. I. N. E. (2005). A race to end cross boundary municipalities.

Morris, J. (2013). Low Wages and No Dignity: Russian Workers Reflect on the Stark Post-Soviet Choices in Blue-Collar Employment. *International Labor and Working-Class History*, *84*, 271-277. doi:10.1017/S0147547913000318.

Mouton, J. (2011). How to succeed in your master's and doctoral studies: A South African (p. 280). Van Schaik Publishers.

Mpehle, Z. (2012). Are service delivery protests justifiable in the democratic South Africa. Journal of public administration, 47(1.1), 213-227.

Municipal Board of Demarcation Act 27 of 1998. Pretoria, South Africa: Government Printers.

Munn, S. L. (2013). Unveiling the Work–Life System The Influence of Work–Life Balance on Meaningful Work. Advances in Developing Human Resources, 15(4), 401-417.

Mutali, E. (2017). Strategic leadership and change management at Equity bank. *International Academic Journal of Human Resource and Business Administration, 2*(4), 49-67

Mzamane, M. V., Maaba, B., & Biko, N. (2006). The Black Consciousness Movement. The road to democracy in South Africa, 2, 1970-1980.

Nelson, G., & Prilleltensky, I. (Eds.). (2010). Community psychology: In pursuit of liberation and well-being. Palgrave Macmillan.

Nesbitt, F. N. (2004). Race for sanctions: African Americans against apartheid, 1946- 1994. Indiana University Press.

Newstrom, J. W., & Davis, K. (1986).Organizational Behaviour: Human Behavior at Work (12thed.). New York: McGraw-Hill.

Nicholson, C. (2013). Saving Nelson Mandela: the Rivonia trial and the fate of South Africa (Pivotal Moments in World History) by Kenneth Broun (review). Transformation: Critical Perspectives on Southern Africa, 83(1), 122-127.

Niessen, C., Swarowsky, C., & Leiz, M. (2010). Age and adaptation to changes in the workplace. Journal of Managerial Psychology, 25(4), 356-383.

Nleya, N. (2011). Linking service delivery and protest in South Africa: an exploration of evidence from Khayelitsha.

Noorderhaven, N.G. 2004. Hermeneutic methodology and international business research, 84-104. In R. Marschan-Piekkari & C. Welch (Eds). 2004. Handbook of Qualitative Research Methods for International Business. Cheltenham, UK: Edward Elga

O'Donovan, I, Clarke, M., Stewart, J. (1994).Organizational Behaviour in Local Government: Managing Local Government. London: Longman Group Limited.

Omer-Cooper, J. D. (1994). History of Southern Africa. James Currey Publishers.
Osborne, S.P. & Brown, L. (2013).Handbook of Innovation in Public Services. UK: Edward Elgar.

Pablo, A. L., & Javidan, M. (Eds.). (2009). Mergers and acquisitions: Creating integrative knowledge. John Wiley & Sons.
Payne, M. (2005). Modern Social Work Theory. (3rded.) New York: Palgrave Macmillan.

Ptacek, J. (2014). I Get By with a Little Help from My Friends: A Qualitative Study of
Nurse Close Work Friendship and Social Support.

Peires, J. B. (1982). The house of Phalo: a history of the Xhosa people in the days of their independence (Vol. 32). Univ. of California Press.

Platt, J., Prins, S., Bates, L., & Keyes, K. (2015). Unequal Depression for Equal Work? How the wage gap explains gendered disparities in mood disorders. Social Science & Medicine.

Posel, D. (2015). Whither 'non-racialism': the 'new' South Africa turns twenty-one. Ethnic and Racial Studies, 38(13), 2167-2174.

Prilleltensky, I. (2003). Understanding, resisting, and overcoming oppression: Toward psychopolitical validity. American journal of community psychology, 31(1-2), 195-201.

Pruitt, D. G. (2006). Negotiation with terrorists. International Negotiation, 11(2), 371-394.

Randfontein Local Municipality Annual Report 2012-2014. Randfontein: Randfontein Local Municipality Printing.

Robison, J. (2010). Business Case for Well Being and engagement literature review summary report. Gallup Management Journal.

Robbins, P.S., Judge, A.T., Campbell, T.T. (2010). Organizational Behaviour. United Kingdom: Pearson Education Limited.

Rodrigues, C. (2000). Employees' perceptions of organizational change: blue collar workers in the manufacturing industry. Johannesburg, South Africa: University of the Witwatersrand Press.

Rolfe, G. (2006). Validity, trustworthiness and rigour: quality and the idea of qualitative research. Journal of advanced nursing, 53(3), 304-310.

Savage, F. (2012). The Savage Way: Successfully Navigating the Waves of Business and Life. USA: John Wiley & Sons.

Sears, G. J., & Rowe, P. M. (2003). A personality-based similar-to-me effect in the employment interview: Conscientiousness, affect-versus competence-mediated interpretations, and the role of job relevance. Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement, 35(1), 13.

Schein, V. E. (2007). Women in management: reflections and projections. Women in Management Review, 22(1), 6-18.

Schlebusch, C. M., Skoglund, P., Sjödin, P., Gattepaille, L. M., Hernandez, D., Jay, F. ... & Jakobsson, M. (2012). Genomic variation in seven Khoe-San groups reveals adaptation and complex African history. Science, 338(6105), 374-379.

Seijts, G. H., & Roberts, M. (2011). The impact of employee perceptions on change in a municipal government. Leadership & Organization Development Journal, 32(2), 190-213.

Shalem, S. (2001).Employee readiness for change within an organizational merger: Individual and contextual correlations. Johannesburg, South Africa: University of the Witwatersrand Press.

Shenton, A. K. (2004). Strategies for ensuring trustworthiness in qualitative research projects. Education for information, 22(2), 63-75.

Sherlock-Storey, M., Moss, M., & Timson, S. (2013). Brief coaching for resilience during organizational change–an exploratory study. The Coaching Psychologist, 9(1), 19-26.

Stull, K. E., Kenyhercz, M. W., & L'Abbé, E. N. (2014). Ancestry estimation in South Africa using craniometrics and geometric morphometrics. Forensic science international, 245, 206-e1.

Silverman, D. (2011). Qualitative Research (3rd ed.) Los Angeles: SAGE.

Taylor, S. E. (1983). Adjustment to threatening events: A theory of cognitive adaptation.
American Psychological Association 38(11), 1161-1173.

Tidd, J. & Bessant, J. (2014). Managing Innovation: Integrating Technological, Market and Organizational Change. (5th ed.) UK: John Wiley & Sons Ltd.

Tierney, W. G., & Clemens, R. F. (2011). Qualitative research and public policy: The challenges of relevance and trustworthiness. In Higher education: Handbook of theory and research (pp. 57-83). Springer Netherlands.The Municipal Systems Act, of 2000. Pretoria, South Africa: Government Printers.

Thomas, R., & Hardy, C. (2011). Reframing resistance to organizational change. Scandinavian Journal of Management, 27(3), 322-331.

Thompson, C. E., & Carter, R. T. (2013). Racial identity theory: Applications to individual, group, and organizational interventions. Routledge.

Todnem By, R. (2005). Organisational change management: A critical review. *Journal of change management*, *5*(4), 369-380.

Tong, M. (2014). Decolonisation and comparative land reform with a special focus on Africa. International Journal of African Renaissance Studies-Multi-, Inter-and Transdisciplinarity, 9(1), 16-35.

Tuckett, A. G. (2005). Part II. Rigour in qualitative research: complexities and solutions: Nurse researcher, 13(1), 29-42.

Vaismoradi, M., Turunen, H., & Bondas, T. (2013). Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study. Nursing & health sciences, 15(3), 398-405.

Vandenbosch, A. (2015). South Africa and the world: the foreign policy of apartheid. University Press of Kentucky.

Vandermerwe, S. (2014). Breaking through: Implementing Disruptive Customer Centricity: (2nd ed.). Palgrave Macmillan.

Van Breda, A. (2014). Being God's Beloved: Forty Days of reflections on God's Love. South Africa: Westbow Press.

Van der Walt, F., & de Klerk, J. J. (2015). The Experience of Spirituality in a Multicultural and Diverse Work Environment. African and Asian Studies, 14(4), 253-288.

Varkey, P., & Antonio, K. (2010). Change management for effective quality improvement: a primer. American Journal of Medical Quality, 25(4), 268-273.

Vickers, B. (2012). Towards a new aid paradigm: South Africa as African development partner. Cambridge Review of International Affairs, 25(4), 535-556.

Weber, Y., & Yedidia Tarba, S. (2012). Mergers and acquisitions process: The use of corporate culture analysis. Cross Cultural Management: An International Journal, 19(3), 288-303.

Weiner, B. J. (2009). A theory of organizational readiness for change. Implement Sci, 4(1), 67.

Wilson, E. R. (2017). Book Review: Hard Work Is Not Enough: Gender and Racial Inequality in an Urban Workspace by Katrinell M. Davis.