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Employee readiness for change within an organisational merger :|bindividual and contextual correlates

Shalem, Shira

2012-02-28
http://hdl.handle.net/10539/11363

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APPENDICES

APPENDIX A

Department of Psychology

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Private Bag 3, Wits 2050, South Africa • Telegrams 'Uniwits' • Fax: (011) 71-74559 • Telephone: (011) 71-74500

Dear Sir/Madam

I am presently studying for my Masters in Industrial Psychology at the University of the Witwatersrand. One of the requirements for this degree is that each student embark on some form of research, which is conducted under the careful supervision of the Department of Psychology.

My area of study focuses on mergers and acquisitions, with the aim being to ascertain employee readiness for change within a merger. The purpose of the proposed study is to examine employees' unique interpretation of the organization's climate, specifically if the climate is ripe for a change effort, as well as to assess individual adaptation to change by assessing employee sense of coherence. In light of the recent transaction in terms of which the Autopage group assumed control over Radiospoor and Supercall and thereafter the merger operations between these groups, I have selected the Auotopage group as my as a case study for my research. The study will utilise the attached questionnaires to create a data set which, will be analysed statistically and published in the form of a research report. Your responses will not be analysed individually rather pooled together so that a summary of the major findings is elicited. Therefore participation in the study is of no personal risk to respondents. However, the benefits of participating in this study are that the findings have the possibility of aiding future firms in improving the management of the merger/acquisition.

To ensure that the research is accurate and fair, participation is voluntary, however as this is an independent research project, the confidentiality of all your answers is ensured. Attached is a blank envelope into which the completed questionnare should be placed and sealed. Thereafter this envelope should be placed in an unmarked box in a central area in the organisation. Results of this study could be of benefit to the organisation, but essentially all information will be used for research purposes only. **Anonymity** is assured on the questionnaire and no persons in the firm will have access to your individual answers. Please answer as thoughtfully and honestly as possible. The questionnaire should take no longer than 20 minutes to complete. It is important that you respond to **ALL** of the questions.

Should you have any enquiries regarding this study, I can be contacted at 447-7110 (home) and 082-554-0631 (cell). Your assistance in this research is greatly appreciated.

Yours sincerely

S Shalem

Shira Shalem
Masters student
Psychology Department

Dr Karen Ortlepp
Supervisor
Psychology Department

APPENDIX B

BIOGRAPHICAL INFORMATION

Please provide the following information for research purposes only!!!

1. Age: ____

2. **Gender (Cross one)**

____ Male
____ Female

3. **Population Group (For research purposes only!!)**

____ Black ____ Coloured
____ Indian ____ White

4. **Highest Level of Education**
____ Matric ____ Degree
____ Diploma ____ Higher degree

5. **Language** _____

6. **Before Merger Took Place In Which Company Were You Employed?**

____ Auotopage ____ Supercall
____ Radiospoor

7. **Employment Status**

____ Temporary/Contract
____ Permanent

8. **Job Title** _____

NOTE: Your answers to this survey will be treated, at all times, as strictly confidential!

APPENDIX C

CONFIDETTIAL

IN TRUCTIONS

Be ow are a series of questions relating to various aspects of our lives. Each question has seven po sible answers. Please put a cross in the box, which expresses your answer, with numbers one (1) and se en (7) being the extreme answers. If the words under 1 are right for you, put a cross in box 1; if the wo ds under 7 are right for you, put a cross in box 7. If you feel differently, put a cross in the box which be t describes your feeling. **Please only give one answer to each question.**

1. Do you have the feeling that you don't really care about what goes on around you?

1	2	3	4	5	6	7

ry seldom or
ver

very often

2. Has it happened in the past that you were surprised by the behaviour of people whom you thought you knew well?

1	2	3	4	5	6	7

never happened

always happened

3. Has it happened that people whom you counted on disappointed you?

1	2	3	4	5	6	7

never happened

always happened

4. Until now your life has had:

1	2	3	4	5	6	7

no clear goals or purpose
at all

very clear goals and
purpose

5. Do you have the feeling that you're being treated unfairly?

1	2	3	4	5	6	7

very often

very seldom or never

6. Do you have the feeling that you are in an unfamiliar situation and don't know what to do?

1	2	3	4	5	6	7

very often

very seldom or never

7. Doing the things you do every day is:

1	2	3	4	5	6	7

a source of deep pleasure and satisfaction — a source of pain and boredom

8. Do you have very mixed-up feelings and ideas?

1	2	3	4	5	6	7

very often — very seldom or never

9 Does it happen that you have feelings inside you that you would rather not feel?

1	2	3	4	5	6	7

very often — very seldom or never

10. May people – even those with a strong character – sometimes feel like losers or blunderers in certain situations. How often have you felt this way in the past?

1	2	3	4	5	6	7

Never — very often

11. When something happened, have you generally found that:

1	2	3	4	5	6	7

you over-estimated or under-estimated its importance — you saw things in the right perspective

12. How often do you have the feeling that there's little meaning in the things you do in your daily life?

1	2	3	4	5	6	7

very often — very seldom or never

13. How often do you have feelings that you're not sure you can keep under control?

1	2	3	4	5	6	7

very often — very seldom or never

APPENDIX D

COFIDENTIAL

INSTRUCTIONS

Please indicate the extent to which the following statements describe or do not describe the previous organisation to which you belonged. **You should answer the questions specifically with respect to the organisation in which you were employed prior the merger \ acquisition.** Your choice of answer is on a scale from one (1) to seven (7). The response options range from very definitely describes to does not describe **your previous organisation.** Please mark only one option which corresponds most with your response.

(Record your answers in the space provided)

		VERY DEFINITELY DESCRIBES ⇓						DOES NOT DESCRIBE ⇓
1.	The jobs in the organisation were clearly defined and logically structured.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
2.	In the organisation it was sometimes unclear who had the formal authority to make a decision.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
3.	The policies and organisation structure of the organisation had been clearly explained to me.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
4.	Secrecy was kept to a minimum in the organisation.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
5.	Excessive rules and administrative details made it difficult for new and original ideas to receive consideration there.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
6.	Our productivity sometimes suffered from lack of organisation and planning.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
7.	Our management wasn't so concerned about formal organisation and authority, but concentrated instead on getting the right people together to do the job.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
8.	In some of the projects I had worked on, I hadn't been sure exactly who my boss was.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
9.	The goals of the organisation were clearly defined and regularly reviewed.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
10.	All managers and supervisors there had the opportunity to participate in setting goals and objectives.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
11.	We did not rely too heavily on individual judgement in the organisation; almost everything was double-checked.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

(Record your answers in the space provided)

		VERY DEFINITELY DESCRIBES ⇩						DOES NOT DESCRIBE ⇩
25.	You wouldn't get much sympathy from higher-ups in the organisation if you made a mistake.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
26.	Mistakes in the organisation just weren't tolerated.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
27.	There was a great deal of criticism in the organisation.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
28.	A very friendly atmosphere prevailed amongst the people in the organisation.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
29.	You wouldn't get much sympathy from higher-ups in the organisation if you made a mistake.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
30.	The organisation was characterised by a relaxed, easy-going working climate.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
31.	You got quite a lot of support and encouragement for trying something new in the organization.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
32.	People in the organisation tended to be cool and aloof toward each other	[1]	[2]	[3]	[4]	[5]	[6]	[7]
33.	The philosophy of our management emphasised the human factor (how people feel, etc.)	[7]	[6]	[5]	[4]	[3]	[2]	[1]
34.	A very friendly atmosphere prevailed among the people there.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
35.	The attitude of our management was that conflict between competing units and individuals could be very healthy.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
36.	There was a good deal of disagreement, even some fighting, between various people in the organisation.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
37.	In the organisation cooperation and getting along well were very important.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
38.	People there were encouraged to speak their own minds, even it if it meant disagreeing with supervisors.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
39.	The best way to make a good impression around there was to steer clear of open arguments, disagreements and fights.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

(Record your answers in the space provided)

		VERY DEFINITELY DESCRIBES ⇓						DOES NOT DESCRIBE ⇓
59.	People working there were expected to follow their own ethical beliefs.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
60.	Our code of ethical conduct effectively told how to handle just about every situation encountered on the job.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
61.	It was very important there to follow strictly the organisation's rules and procedures.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
62.	People working there were expected to do whatever it took to further the organisation's best interests.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
63.	Our professional ethics code was upheld in all decisions.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
64.	It was all right for people who worked for the public to accept small gifts as tokens of gratitude for a job well done.	[7]	[6]	[5]	[4]	[3]	[2]	[1]
65.	Sometimes even when rules were clear, it was best to do what you knew was right (follow your conscience).	[7]	[6]	[5]	[4]	[3]	[2]	[1]
66.	When faced with making a decision, the first consideration was whether it violated any law.	[7]	[6]	[5]	[4]	[3]	[2]	[1]

APPENDIX E

COFIDENTIAL

NSTRUCTIONS

ecently your organisation has instituted a change (merger \acquisition) to increase effectiveness and nhance productivity. For this change to be successful it continually requires your resources and energy lease indicate how likely you are to feel or react in the ways described below. Please answer for yourself. here are no right or wrong answers. Your choice of answer is on a scale from one (1) to seven (7). 1 quals very unlikely and 7 equals very likely. If an item does not apply, please mark ( ) in the not pplicable column.

	My feeling or behaviour toward the change	**Very Unlikely**						**Very likely**	**Not applicable**
1.	Willing to work more because of the change is	1	2	3	4	5	6	7	
2.	Solving organisation problems is	1	2	3	4	5	6	7	
3.	Willing to be a part of the new project is	1	2	3	4	5	6	7	
4.	Creating new ideas is	1	2	3	4	5	6	7	
5.	I can find ways to make it fail	1	2	3	4	5	6	7	
6.	Doing things in a new or creative way is	1	2	3	4	5	6	7	
7.	Changing the way I work because of the change is	1	2	3	4	5	6	7	
8.	I wouldn't take the blame when it fails	1	2	3	4	5	6	7	
9.	Willing to be a part of the change programme is	1	2	3	4	5	6	7	
10.	Learning new things is	1	2	3	4	5	6	7	
11.	Don't fix it if it is not necessary	1	2	3	4	5	6	7	
12.	My support for change is	1	2	3	4	5	6	7	
13.	Lets figure out ways we can improve what we're doing now rather than change	1	2	3	4	5	6	7	
14.	Selling new ideas about the change	1	2	3	4	5	6	7	

APPENDIX F

AUTOPAGE CELLULAR

NOBODY KNOWS MORE ABOUT PERSONAL COMMUNICATIONS

HEAD OFFICE - MIDRAND
Bekker Road, Waterfall Park
2 Augrabies Road, Midrand 1685
Private Bag X82
Halfway House 1685
Tel: +27 11 650-5111
Fax:+27 11 650-2060
Customer Care: 086 023 2424

CAPE TOWN
Acorn House, Old Oak Office Park
Cnr Durban & Old Oak Roads
Durbanville 7550
PO Box 3441,
Tygervalley 7536
Tel: +27 21 914-1200
Fax:+27 21 914-9144

DURBAN
8 Pencarrow Park
La Lucia Ridge Office Estate
La Lucia 4022
PO Box 1488
Umhlanga 4320
Tel: +27 31 560-5111
Fax:+27 31 560-5150

PORT ELIZABETH
155 Cape Road
Greenacres
Port Elizabeth 6001
PO Box 7089
Newton Park 6055
Tel: +27 41 373-023
Fax:+27 41 373-023

DATE: 26 SEPTEMBER 2000

MEMORANDUM TO ALL STAFF
SUBJECT: STAFF PARTICIPATION IN RESEARCH

Dear Staff member,

The recent merger between Radiospoor Cellular, Supercall and Autopage has attracted a number of people including academics who are particularly interested in the stressors and strains that people experience in these uncertain times. Autopage has been approached by WITS University to conduct research on this very issue.

Shira Shalem who is currently doing her Master Degree in Industrial Psychology has been granted permission to conduct research in Autopage. The main focus of her research will be on the implications of the recent merger.

Shira will analyse the findings and prepare a report for Autopage, which will only focus on trends. The outcomes of this research might not have immediate benefits for us, but could be used as a source of reference for the future. Should you be interested feel free to contact her on her cell phone: 082-554-0631.

We hope that you will give your support in making this research project a success as we have all been part of something unique that will provide some benefit and understanding of human behaviour.

Regards

Melissa Scott
Snr Manager Human Resources

MEMBER OF THE ALTECH GROUP

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Directors C G Venter (Chairman), J G V Dos Santos (Managing Director),
J E W Carstens, R Durand, B D Goschen, C M Holdane, B A McQueen, G Passmoor, I S T Wylde
Secretaries Altech Management Services (Pty) Limited