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Employee engagement in implementation of change at merged Companies and Intellectual Property Commission.

Kganetsi Lawrence Marotola

A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, Johannesburg, In partial fulfilment of the requirements for the degree of Master of Management (Public and Development Management)

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ABSTRACT

The purpose - The study is to examine and understand the employee engagement approaches used in implementing change in CIPC, and how they engagement strategies could be improved to make the change implementation more effective and sustainable.

Design, methodology and approach - The study used a qualitative research method, and institutional research case study design was used to gather individual experiences of employees about employee engagement practice pre, during and after the implementation of the merger.

The findings – The paper identified that employee engagement approaches supporting fidelity goal orientation have been used in the case study. The change process has been hailed as not successful by the employees. However, proposal for improvement have been identified for consideration for future research.

Research implication – the results of the study would add value to the case study organization by improving revitalizing the change management function and processes. It would serve as an empowering value as a source for employees and managers alike to understand the dual responsibility to communicate honesty.

The practical implications- change can be owned and made sustainable by all those involved in the decision making and execution processes. This model of change appreciates people as sources of knowledge that contribute to the success of the organization. The model advocates for management to adopt a transparent and open approach to engagement, and disband the authoritative perspective to decision making.

DECLARATION

I declare that this report is my own, unaided work. It is submitted in partial fulfilment of the requirements of the degree of Master of Management (Public and Development Management) to the Faculty of Commerce, Law and Management at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any university.

_____

Kganetsi Lawrence Marotola

March 2016

DEDICATION

I dedicate this report to my father Samuel Marotola, my mother, Johanna Marotola and Shadrack Marotola, who instilled the values of hard work, respect and believing in oneself.

ACKNOWLEDGEMENTS

I would like to express my deepest appreciation to the following people for their contribution and patience in the process of preparing the research report from the start to date.

- To my supervisor, Dumisani Ntobela
- To my family, colleagues and friends
- To my Comforter, God of all people in the whole world, the source of courage, life, for His mercy and protection.

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CHAPTER 1.

1. INTRODUCTION

A merger is a major change management effort that aims to improve organizational competitiveness and performance in the market. However, the successful implementation of a merger as a change effort is prone to cause strategic uncertainty, structural uncertainty, job insecurity, loss of organizational identity (Bordia, 2012). These reactions are common for employees undergoing change effort, Teerinkangas (2012) refers to these reactions as "merger syndrome". If no clear information is provided about the announced degree of integration, from supervisors and employer, rumors are likely to be shared amongst employees and their social groups, and these would be used to make sense about the change (Marmenout, 2011). To avoid the widespread of the negative effects of grapevine, a wider, early and purposeful employee engagement intervention or conversation with employees to explain "strategic fitness" (Mahoney, 2011:148) and the announced degree of intervention and inter-organizational structure. Marmenout (2011:786) defines announced degree of intervention as "the extent to which two units are to be combined into a single entity after the merger, and how this would affect the work of employees".

The Companies and Intellectual Property Commission (CIPC) was established as a result of a merger between the Companies and Intellectual Property Registration Office (CIPRO) and Office of Companies and Intellectual Property Enforcement (OCIPE) in 2011. CIPRO was an entity of the Department of Trade and Industry reporting to the Minister as its executive authority through the Chief Executive Officer. OCIPE was a unit within the Department of Trade and Industry reporting to the Consumer and Corporate Regulation Division (CCRD).

Moore (1996: 67) defines a merger as "the complete absorption of one entity by another whose corporate existence is preserved. (Morrison, 2011). The implementation of the new Act by CIPC required preparation of a new structure, strategy, operational system, and comprehensive engagement of employees about change to adapt to the new organization.

The engagement process would ensure that employees from the merging entities understand buy into the structural, strategy and operational implications of the new organization.

There are two major theories of change, (i) the planned theory of change and (ii) emergent or complexity theory of change. The planned theory of change, which is centered on Lewin three step Burns (2002) has been criticized for being applicable to small scale change, narrow, linear and devoid of engaging the interests of employees (Jian, 2007). Styhre (2003) stated that Lewin's three steps theory of change that follows (i) Unfreezing of the status quo, (ii) moving and refreezing assumes a mechanical application and enforcement of management's decisions. .

In contrast, the complexity or emergent theory posits that employee engagement, the employees' voice during change, are central to the success of the implementation of change (Chidiac, 2013). Chidiac (2013) also believes that continuous engagement with stakeholders would lead to efficiency, effectiveness and sustainability of change (Chidiac, 2013).

It is against the contrasting theoretical positions that this study is positioned to explore and examine the extent to which employee engagement was practiced in the implementation of the organizational change in the Companies and Intellectual Property Commission.

1.1. Background to the study

1.1.1 An overview of the Companies and Intellectual Property Registration Office (CIPRO),

Companies and Intellectual Property Registration Office was established in terms of Sections 15A, 258 (1), 259, 261, 263 (1) (b), 272 and 329 (6) of the Companies Act 61 of 1973. The functions of the Office included, in the main, the registration of companies, close corporations, maintenance of the company registry, registration of Trademarks, patents designs and copy right. The Office was headed by the Executive Officer as the Accounting Authority reporting the Minister of Trade and Industry as the Executive Authority.

As a register of companies and intellectual Property, CIPRO structure was administratively focused on providing only registration and maintenance services to the public. One of its key strategy was to ensure access to registration service through decentralization of its offices to other state entities. This strategy, however, was operationally implemented using manual processes by all stakeholders. The success of this strategy was fraught with systems and processes challenges, such as loss of applications form the partners to CIPRO central office in Pretoria.

1.1.2. Overview of the weaknesses of CIPRO.

The key weaknesses of CIPRO included lack of stability and integrity of the registry system. The insecurity of the ICT system was manifested by ease of access to confidential company data by external people. This negatively affected the reliability and usage of the registry data by key stakeholders, such as regulatory offices (Chaplin, 2011).

Employees were involved in corrupt conduct by liaising with thugs to remove company directors for their personal gains. This conduct also took the form of employees registering companies and other services at a fee far more than the prescribed fee. The manual

processes were slow and inefficient. However, clients known to some back office staff and service center were given preference over those on the queues (Chaplin, 2011).
Irregular expenditure and none compliance to regulated supply chain management processes was one of the key indicators of corruption in the public sector. CIPRO was notoriously associated with the irregularity in compliance to regulatory supply chain processes of government. These practices generated negative perceptions and reputation associated with the entity from the public.

1.1.3 An overview of the Office for Companies and Intellectual Property Enforcement.

The Office for Companies and Intellectual Property Enforcement was established in terms section 257 of the same Companies Act 61 of 1973 from which CIPRO derived it mandate. OCIPE was a unit established on the structure of the Trade and Industry. The functions of the office were to receive complaints on company directors' misconduct and conduct investigations in pursuant of Companies Act 61 of 1973. In addition, the office was conducting education and awareness to the public on compliance to intellectual property laws as such counterfeit goods and piracy. The office was reporting directly to the Minister of Trade and Industry, who would approve and appoint inspectors to investigate the alleged complaints.

1.1.4. Key weaknesses experienced by OCIPE.

The unit was investigating complaints from the public and customers about company directors' non-compliance to the Act. These complaints included removal of directors without their knowledge, among others. The process of director changes was a maintenance service managed by CIPRO. This became a dependency from CIPRO for OCIPE employees to investigate a complaint. In the same vein, conducting education and awareness on the implications of contravening the intellectual property rights, depended priory on the recognition of the right having been registered, which was a process managed by CIPRO. There was no formal and structural arrangement outlined in the Act or otherwise

to ensure that these entities collaborate in implementing their mandates from the same Companies Act 61 of 1973. The dependency from CIPRO employees to provide information about the profile of the company and the transactions in question, created some delays on the conduct of the investigations. This structural deficiency constituted inefficiency in regulating and enforcing the conduct of companies in line with the Companies Act.

One of the key strengths of the unit was that it had competent and professional resources to conduct quality investigations. The unit had the support of the Minister of Trade and Industry, and it enjoyed being associated with the positive reputation of the department. This included the legitimacy of the appointment to conduct the investigations, given by the authority of the Minister's approval. The unit identified itself with the professionalism and reputation of the national departmental structure relative to an entity reporting the department.

1.1.5. Policy review towards the merger of CIPRO and OCIPE.

The CCR Division within the ministry's office of the Department of Trade and Industry was responsible for the review of corporate and intellectual property law based on international best practice to improve the environment within which companies operate. In this context, the corporate law policy reform guidelines were developed to promote simplicity, flexibility and facilitative role in the registration and enforcement of companies. The guidelines aimed to achieve simplicity and flexibility in the registration of companies through the automation of manual processes which would enable companies to effortlessly force partnership by accessing company data online. These interventions would improve efficiency, accessibility and ease of doing business which would improve investor confidence (Law Reform Guidelines, 2004). This transformative imperative implies that CIPRO would have to transform from being a people and manual driven to a system centered entity *(Law Reform Guidelines, 2004, p 47).* It is evident that these policy proposals recognized the weaknesses experienced by the Company Register, CIPRO before it merged with the OCIPE.

The Corporate Law Reform Guidelines (2004) proposed for the proactive and efficient prevention and punishment of misconduct by company directors. Contrary to the reactive approach of receiving and investigating complaints, the policy adopted a lenient approach of educating directors about their ethical and fiduciary responsibilities in the conduct of the duties. This proactive and efficient stance to compliance and enforcement could be made possible by merging the "functions of the Company Registry (CIPRO) with those of the enforcement agency (OCIPE) *(Law Reform Guidelines, 2004, p, 47).* These proposals recognized the structural deficiency inherent in the relationship between CIPRO and OCIPE to cooperate in executing enforcement activities. The merger between CIPRO and OCIPE was formalized by the Companies Act 71 of 2008 (sec 186: 332), which established the Companies and Intellection Property Commission.

The objectives of the new organization, Companies and Intellectual Property Commission (CIPC) are:

- The efficient and effective registration of companies, and external companies, Intellectual property rights, such as the Copy Right Act, and Patent and design Act. The maintenance of accurate, up-to-date and relevant information concerning companies, foreign companies and other juristic persons.
- The promotion of education and awareness of company and intellectual property laws and related matters.
- The promotion of compliance with the Act and any other applicable legislation, and
- The efficient, effective and widest possible enforcement of the Act (Companies Act 71 of 2008: Sec 186: 332).

The Act envisaged the launch and functioning of the Commission to be on 1 April 2011.

1.1.6. CIPRO/OCIPE integration before the merger process.

The Companies Act had stipulated the 1st April 2011 would be the date of commencement of the Companies and Intellectual Property Commission to implement the objectives. The role of leadership was critical to ensure a smooth transformational merger between two entities, and integrate change process into a new organization. During this transformational stage, CIPRO's leadership was in a transitional stage, led by the Acting Chief Operating Officer subsequent to the passing of the Chief Executive Officer.

A smooth Integration and implementation of new processes and systems into a new organisations required one to evaluate and plan for a change. This process was achieved by creating a transitional management structure, comprising of management teams from both entities. The Commission Task Team was established to coordinate the transformation process. Plans and targets for integrating different processes into the Commission on 1st April 2011, were in place. This included among others, new structure, matching and placing, new strategy plan and employee engagement sessions.

In the public sector, the implementation of the Act depends on the finalization of the regulations. While the Companies Act 71 of 2008 was finalized before 1st April 2011, the regulation was not ready to support the implementation of the Act. The delay necessitated the postponement of the launch of the Commission to 1st May 2011. An opportunity was created to extend the time to complete the implementation of some of the integration or change intervention activities.

1.1.7. CIPRO/OCIPE engagement interventions.

Employees from both entities were obliged to receive information from a variety of established channels about the merger, and readiness interventions towards the launch of the Commission. To meet these information needs, employee engagement was made to be part of the change interventions for integration into the Commission. As such, the service provider was appointed to facilitate change management or employee engagement sessions. These sessions were planned and implemented in March 2011, where all employees, including managers, from both OCIPE and CIPRO were invited to participate.

The purpose of the session was communicate information about the purpose of the merger, progress made in implementing the change interventions, such as the structure (matching and placing), implementation of new processes, including new ICT system, training and any other interventions that may have had both positive or negative implications for employees. In return, the leadership intended to engage employees' by listening to their fears, expectations and perceptions about the impact of the impending changes in processes, structure, and strategy among others. All managers of the transitional management team were spread throughout the sessions to listen and provide responses to employees' perceptions, fears and concerns regarding the impeding changes.

1.1.8. Overview of the implementation of the New Companies and Intellectual Property Commission (CIPC).

On the 1st May 2011, Companies for Intellectual Property Commission was officially implemented as a new entity reporting to the Mister of Trade and Industry (DTI). On the same day the new leadership, represented by the Commissioner and Deputy Commissioner, was appointed as per the Companies Act 73 of 2008 (Sec 189 (a) & (b)).

The Commissioner and Deputy Commissioner replaced the Acting Chief Operating Officer, and transitional management structure was dissolved. The new leadership took over and designed a new change interventions strategies for integration and implementation. The review and redesign of the change interventions was conducted despite their completeness or incompleteness.

When the CIPC was implemented from 1st May 2011, all CIPRO and OCIPE processes had to be revoked and replaced by processes of the Commission while ensuring that customers are being served with quality service. This was likened to changing the engines of a plane in fight.

1.1.9. Employee engagement during the implementation of the CIPC.

During the implementation of the Commission, the integration and implementation of change interventions had to enhance and reinforce each other for the Commission to meet the needs of the internal and external stakeholders. All the employees of CIPC, as internal stakeholders, were engaged by the new leadership through coffee sessions. The purpose of the sessions was to communicate progress on some of the new interventions, such as strategy development, including the vision, and alignment of the structure to the strategy.

1.2. Problem statement

The merger between CIPRO and OCIPE was envisaged by company law policy review and enforced by the Companies Act 71 of 2008. Key major transformative imperatives for both entities were, the automation of CIPRO registration processes to improve efficiency the provision registration service and integration of company law enforcement with CIPRO structure. The implementation of the merger would have structural, process, job/skills, and strategic implications for all the employees. Therefore engaging employees to prepare them for these change implications was necessary.

Employees' engagement interventions were conducted before and during the merger of the Companies and Intellectual Property Commission. In these sessions, employees raised their concerns, fears, uncertainties and expectations about the structure, process, jobs/skills and cultural implications of the change. However, after the implementation of the structure/ matching and placing, employees' discontent rose very high.

This study will examine the usage of involvement, participation and collaboration in the conduct of employee engagement interventions and design of change interventions.

1.3. Purpose statement

The study is to examine and understand the employee engagement approaches used in implementing change in CIPC, and how they engagement strategies could be improved to make the change implementation more effective and sustainable.

1.4. Research questions

The study seeks to answer the following questions:

The primary questions

How were employee engagement strategies and activities applied during the implementation of change related to the merger of entities to form CIPC?

1) What was the role of employee participation in the change process?
2) To what extent were employees involved in the design of change interventions?

1.5. Rationale for the study

This study would be of interest and value to policy makers, managers and academics. The employee or stakeholder engagement approaches are critical in ensuring the sustainable development and implementation of strategies. When policies are developed without providing meaningful platform of engagement to stakeholders, lack of commitment and ownership in the implementation would hamper the desired results. The study challenges the perception that the value of knowledge, and competence reside with the authority of the position. The value inherent in the adoption of a dialectic, empowering and meaningful means of engagement expresses itself through positive and sustainable results. As a results of the study presents a challenge to the readers to practice the principles underpinning the recommendations of this study.

1.6. Research structure

Chapter 1 of this study covers the introduction, background, rationale to the study, the statement of the research problem, and research questions.

Chapter 2 presents the theoretical framework upon which this study is based. This section firstly provides the review of the literature on the role of employee engagement during the change implementation and related concepts. It further explores the conceptual framework that outlines key concepts and how they relate to each other.

Chapter 3 will outlines the research methodology to be used in this study. The study will use qualitative research method, and related research design, data collection techniques. Institutional case study research design was used to answer the research questions.

Chapter 4 will present data that is integrated from the primary and secondary sources. This lays the foundation for the following analytical chapter.

Chapter 5. This chapter provides an analytical perspective of the research based on the literature review that is applicable for the case study

Chapter 6 Presents conclusions and recommendations in relation to the findings of the study, and recommendations for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

This section of the study provides an overview of the role of employees in the change management process. It will firstly provide the definitions of the important concepts that dominate the literature review, and drive the change process. These factors include, employee engagement, which encapsulates involvement, participation, communication, decision making and change management. This section also reflects varying conceptualizations, theoretical models and augments in favor of and against some models.

2.2. Theories of change

2.2.1. Kotter's eight steps of leading change.

Kotter (1995) has proposed the eight steps for leading change as the best framework to use in leading transformational change. This guideline emerged out of an analysis of the limitations of change theories and models of change. The steps are: creating a sense of urgency, ii) forming a powerful coalition, iii) creating a vision, iv) communicating the vision, v) empowering others to act on the vision, vi) planning for, and creating short term wins, vii) consolidating improvements and producing more change, viii) institutionalizing new approach.

2.2.2. Planned Theory of Planned Behaviour

The planned theory of change believes that employees' reactions to change is based on cognitive decision making models. Prior to making supporting decision, and directing positive energy and attitude towards change, employees rely on the information provided to them to make rational decisions. Such information influences their attitudes, which develop as a result of evaluating the positive and negative effects of the change to them. The attitudinal evaluation would assist in assessing whether the behavior to undertake in supporting the change will be within their control. To the extent that the behavior would be under the control of employees, behavior indicating readiness is likely to manifest. The theory however does not provide the source of the information, the information could becoming from the social strong social alliances as opposed to the leadership of the organisations.

2.2.3. Theory of planned change (Lewin three step theory)

The process of planning for change include the need for a framework that would guide the change implementers on different change methodologies. In responding to such a need Burns (2004) argued that Lewin's three step theory of change had become one of the preferred theories of change. These steps include: Unfreezing, repealing the current status quo; moving, preparing for the adoption of the new behavior; and Refreezing, which implies reinforcing the desired behavior and encouraging the adoption quickly (Burns, 2004).

This framework has been criticized as oversimplifying the change process as static (Styhre, 2002). The three step theory had dominated the change literature because it may have had positive spin-offs for most organisations. The top down approach to planning has also been the preferred and dominant management approach. In the same Burns (2004) argues that the assumptions laid by Lewin's top down decision making about change implementation was relevant at the time. Although authors who may have been exposed to other theories have argued that this model of change may not be dynamically applied in changing

environment. The rigidity of the model predisposes any change intervention that adopts to a fatal failure (Bamford & Chow, 2014). Yadav &Armenakis (2015) observes that the cause of the failure may be due the unpredictability of people involved and whose needs are continuously changing. Burns argues that the opponent of this theory are limited in their understanding of the model. Thus, the theory has been developed after other theories such as actions research, group dynamics, which recognized the dynamic role of people in the change context. As such the three step theory was not developed in isolation of other theories dealing with human behavior. The theory is a high level framework that is underpinned by other socio-technical theories (Burns, 2004). However, acknowledged that its purported inflexibility as claimed by other authors should give way to the emergent theory of change, which would become explicit in its flexibility to changing environments.

2.2.4. 3S Gestalt theory of change

In contrast to planned theory of change, Chidiac (2012) proposed a Gestalt theory of change that advocates for an emergent approach to managing change. The change framework that is advocated by 3S Gestalt theory represents the three capabilities, that should be used to manage the change process, namely, Sensing, Supporting and Sustaining.

Sensing - represents a sustained tracking, co-enquiry and identification of issues from the internal dynamics and influences. Information about what and how people feel is received by establishing “sensing” mechanisms that run in parallel with change interventions (Chidiac, 2012).

Supporting –means creating a supportive environment for all the internal stakeholders to participate in the change process by fostering connection and dialogue. The supporting capability enables managers to adopt a collaborative and co-creative approach to managing change. This approach would ensure that the design of a change intervention is informed by all the political, cognitive, economic and social dimensions of the environment

(Nielson, 2012). The provision of support during the change involves leadership engagements that are meant to facilitate emergence while maintaining the momentum for change, fostering connection and dialogue, and balancing risk and support in every intervention (Chidiac, 2013).

Sustaining - Sustaining means that a change must be meaningful and sustainable over time and must take into consideration all factors of the environment. Chidiac (2013:468) views sustainability as “an assimilation of change at the level of personality functioning”, which implies that the success of change becomes visible when everybody in the organization lives according to the desired stage of change. Yadav, Armenakis & Chidiac (2015) believes that change behaviour could be institutionalised and sustained through skills and capability transfer, gaining awareness of ground and being empathetic.

2.2.5. Emerging concept from the theory of change

The role of information and communication: the focus of this theme is derived from the recognition that the employees generate unfounded information and ideas about what is happening. The information would gain momentum and be shared among groups which would attach their meaning. The collective meaning of their interpretations might be repugnant to the untold intention of the impeding change. The management’s reactive actions to convincing employees with correct information after they had developed their own meaning of the context defies trust.

Involvement and participation-

In implementing change, information is necessary, but not sufficient to empower employees to collaborate and support the change process. It is at this stage that employees would be granted the opportunity to make contributions, express their concerns, fears, frustrations and uncertainties about the impact of change to their lives, including jobs tasks. Therefore direct and active involvement, where participation on current issues affecting them, would enable them to influence the decision making process. Applying the two concepts

meaningfully would create a critical basis for collaboration, coalition and joint decision making among the involved stakeholders of change. Involvement and participation could be made possible by the transformation role of leadership to ensure the right climate for participation.

Continuous evaluation of the internal stakeholders.

The nature and the context within which transformational change takes place is fond of flexibility, and this requires a *continuous evaluation* to refine change process. As stakeholder views may change during the implementation of change, it would not advisable to attribute change failure to a lack of knowledge and inflexibility of the change implementation process.

The role of leadership is key the decision making, during and after the implementation of the change process. The role and required influence of leadership during change is dependent on the nature and context of change. Thus, transformational change context requires the leader to be influential in facilitating the change. The engagement and transformational implication for the leaders implies that they should approach change differently. One of the key components of transformation change is that all those affected must let go of their past. Leaders would need to be empowered prior to the change to learn the required skills, attitudes, traits and approaches acceptable in managing emergent change. This could be a risk if not managed well in advance, and its integration would enhance the implementation of change. The extent to which the new leadership role is integrated with the application of other concepts, the sustainability of change may be envisioned with certainty.

Commitment and resistant to change

Commitment to change by all the stakeholders is the outcome of the positive manner with which these concepts have been applied. While resistant to change is the negative outcome of applying these concepts. It is clear from the above descriptions that collaboration and co- creation are the drivers of commitment and effective implementation of change. Where there is joint commitment the responsibility for the successful implementation of change becomes shared.

2.2.6. The implications of the theories on the type of change.

Bamford (2005) describes the benefits of the emergent theory of change as less prescriptive, more analytical in nature, and better able to achieve a broader understanding of the problems of managing change within complex environments. It focuses on actual understanding of the complexity of the issues involved and identifying the range of possible options (Banford, 2005). Banford (2005) also states that change must be a product of the developments in the markets, work organisation, systems of management control and the shifting nature of organisational boundaries and relationships. These factors are bound to elicit some level of uncertainty of the environment that makes planned change inappropriate, and emergent change more pertinent (Banford, 2005). The researcher believes that complexity of the environment is not limited to the external factors as the defining template and framework for change, both internal and external factors influence change. Maimone (2013:5) likens emergent change with the “concept of “continuous change” to describe an ongoing, evolving and cumulative process of change, based on the emergence of “a new pattern of organizing in the absence of explicit a priori intentions”.

2. 3. Drivers of change

2.3.1 Employee engagement

Lawler III (2014) defines employee engagement as the process by which employees are afforded the opportunity and authority to participate and influence the decision process in order to gain a sense of ownership and control over the consequences of the decisions affecting them. Cammock (2013) argues that the outcome of employee engagement improves distributive justice perceptions about the change process. It is evident that communication and participation are other components of engagement that could be used to engage employees during change (Lewis, 2006). The fairness in affording all employees the voice in the change process has a predictive utility to improve commitment, reduce uncertainty and resistance and improve the success of the change intervention (Bordia & Eisenhardt, 2013).

2.3.2. Behavioral implications of employee engagement implications for transformational leadership.

The implications of employee engagement is that it challenges and encourages managers to move away from an authoritative mindset of leading change, such as creating an enabling environment for employees to express their perceptions about change (Chidiac, 2013). They should create that climate in such a manner that ensures distributive justice and fairness, also keeping in mind that employees related to an outcome that reflect their contributions (Cassellan, 2015). Poutiane (2009) argues that transformational change is both a personal and organizational challenge. It is fraught with the uncertainties of accepting the outcomes of behavours that were regarded as unacceptable. Chidiac (2013) suggested that leaders should to be empowered to unmask what Maumane (2013) refers to as “authoritative boundary”. The inherent requirement of transformation change is that all those affected must “let go of how they view the world”, and embrace the challenge of dealing with the urgency of uncertainty (Poutiane, 2009). These implications for leadership should be adopted and practiced during the pre-stages of the merger.

2.4. Theoretical or conceptual Framework

2.4.1. Merger

Moore (996: 67) defines a merger as “the complete absorption of one entity (which loses its corporate existence) by another whose corporate existence is preserved. In consolidation, each involved organization dissolves entirely and a new organization and single entity is formed”.

Types of mergers

- Subsumed integration

This is a merger where a small unit of an institution or department was merged with a fully-fledged institution that has policies and procedures (Van Knippenberg & Barbara van Knippernberg, 2002). The varying sizes in prominence and prestige would play a greater role in developing relative employee perceptions from both organizations about the merger. Thus, employees from a small unit might view the merger as a mere takeover and react negatively to the merger as compared to employees from a dominating partner (Barbara van Knippernberg, 2002, Terry & O’Brien, 2001). Literature is abound on high merge failure that resulted from the lack of attention to human issues in planning and execution of the change programme.

To ensure a successful change management effort, such as the merger, it is important to identify, understand and address employees’ concerns by focusing on their perceptions. This could improve the successful implementation of the change process. Kavanagh, (2006)

2.4.2. Communication pre-merger stage

Malek (2012: 53-54) stated that “communication and organizational change are inextricably linked processes”. Malek (2012) further stresses that effective communication is a tool for informing, motivating, and coordinating as well as improving the change related skills of employees, preparing them for change and making sure they’re engaged in change process. The ineffectiveness of communication becomes evident when some levels of confusions, rumours and uncertainties about change emerge.

Bordia and Agarwala (2013) posits that the emergence of employee uncertainties is a reflection of an ineffective process of engaging employees. Agarwala & Malek (2013) agree that for communication to be effective employees must be afforded the opportunity to raise their concerns, feeling and expectations about change before, during and after the change process. Communicating information and affording employees the opportunity to raise concerns is not sufficient, employee must also be given timeous feedback (Malek, 2012:55). Eisenhardt (2013) suggests that for feedback to be of value it must qualified before any decision could be taken, this is referred to as “consensus by qualification”.

The aim of communication during merger is to ensure that employees’ anxieties, uncertainties, instabilities and fears are reduced and redirected to feeling positive and motivated to support change (Malek, 2012). It is imperative that the communication plan about the merger should be developed early before the decision about the merger is finalized and pronounced (Appelbaum, 2000). Management may delay communicating the decision about the merger out of fear of drastic negative reactions such as possible decline in performance, and turnover of staff. However, the early announcement of the merger is necessary for employees to prepare themselves for later involvement and participatory engagement platform.

The quality, relevance, and honesty about all the ramifications of the merger gives employees time to mourn and deal with the urgency, as this is a transformation experience for them. Appelbaum (2000) stated that to set a good foundation for engaging employees

later about their uncertainties, it is important to present correct information truthfully. DiGeorgio (2003) argues that managers need to be empowered, as employees look first to their managers and supervisors for information about the organisation.

Appelbaum (2000) believes that to prepare stakeholders for engagement, channels of sharing information about the merger should be presented through a variety of platform and channels, such as e-mail, poster, website, internal magazines (Appelbaum (2000). The presentation of information about the merger on these channels should be preceded by the announcement by the head of the organisation, which outlines the reason for arriving at the merger decision, the opportunities for the organisation and the implications for the staff (Barge & Malek, 2008). Alternatively, DiGeorgio (2003) stated that all managers and supervisors could be engaged divisional levels to talk to employees about their roles and responsibilities and their future opportunities and possible losses. To the extent that manages deal with these issues earlier than later, especially unpleasant one, it would be better off for managers' deal directly with employees at the one-to-one level. It would be advisable for the game plan to dedicate the employee engagement process to a target of 100 day (DiGeorgio, 2003).

This awareness would elicit employees to form alliances which would advocate for different perspectives about the requirements of the change. Engaging employees at this level would set the basis for the coordinating team to evaluate and identify problematic areas for consideration.

Management should dedicate a unit to coordinate the change process such as Human Resources or Communication, to ensure that regular enquiries about the change are responded to (Lewis.2006). Lewis (2006) believes that Human Resource Management is a relevant unit to coordinate the change process as they are capable and skilled in dealing with human resource issues.

Barge (2008) argues that engaging stakeholders through information sharing and enquiries opens a generative dialogue affirm the value of some already existing aspect of a human system. This aspect of communication acknowledges and recognises the positive human behaviours that could be used a baseline to propel change.

Subsequence to exhausting information sharing avenues, management should orient and subject the gathered information to engagement sessions or forum where stakeholders would be involved and participate significant issues (Lewis, 2006). However, the choice of a communication strategy and approach may depend on the management's assessment of a number of scenarios (Kotter, 2008). In scenarios where little resistance is envisioned from the less powerful stakeholders, a sense of urgency for the change may be created at the expense of the employees. In cases where change is transformative and individual implications are dire, and internal stakeholders have influence and power to disrupt the organisation, management may adopt the engagement approach that is involving and participative in nature (Lewis, & Kotter, 2008). Lewis (2006) distinguished between two approaches that leaders use involve, and consult employees about change, a resourceful and fidelity goals approach.

2.4.3. A resourceful orientation/adaptive model of engagement

A resourceful orientation model advocates for the engagement of stakeholders to meaningfully gather their inputs, suggestions and contributions to shape and adapt the change interventions to fit the organisation and users (Lewis, 2006). This approach has the same goals as with the adaptive model and wide spread empowerment model to change. These models prefer to gather stakeholders' reactions, fears and process and enact them into the planning of a change intervention (Lewis, 2006). The other intention of this model is to empower the stakeholders to improve the process of change by engaging meaningfully during the input solicitation process.

According to Bordia (2012) change causes strategic, process and job uncertainties, anxiety and instability among employees. These factors affect employee motivational variables such as commitment and perceptions towards change. Engagement strategies are necessary to transform and direct the employees' efforts towards the desired direction of the change (Lewis, Bordia &Chidiac, 2015). Agarwala, Nielson &Chidiac (2013) believes that communication with the intent to assess employees' concerns about change should precede any intervention. Agarwala (2012) opines that employees would have a variety of perceptions about change, and as such engagement strategies and change interventions should be customized to these perceptions. On the other hand, Chidiac believes that engagement and intervention strategies should be co-created by employees and management. The researcher believes that any engagement strategy that is imposed to employees, has the potential of limiting the participative influence in the engagement process.

According to Barge (2008:68) the effectiveness and impact of change intervention strategies are characterized by their ability to reconcile dualities. Barge (2008:68) refers to dualities as "the oppositional forces that are typically manifested in a conflict of perspectives, values, or actions and are often referred to as tensions". In the context of change, dualities could mean denial or resistant view against change versus those who hold favourable perspectives about change. Barger (2008) states that communication is key in implementing the "planned and unplanned change initiatives", and as such "communication should be used as a means for both revealing and managing dualities". Barge and Esposito (2014) argued that communication with dialogic characteristics also could in addition manage dualities during change. In this instance, the researcher acknowledges the differing contexts of "duality" from which these two authors (Barge and Esposito 2014). Barge presents the concept of managing duality during the planned theory of change, while Esposito presents the concept of managing duality from an emergent or complexity perspective. Thus, communication strategies that are practiced in managing dualities in the planned theory of change tend to me more direct, while those advocating emergent theory area tilted towards collaboration. The researcher also observes that the

dialogical communication strategies are targeted to employees at the early stages of change process.

However, Barge believes that dialogue in itself is not sufficient, the nature of the complexity of a change situation would determine the appropriate dialogical approach. Barge (2008) believes that the nature of dualities may entice the change agent to employ a number of communication/dialogical strategies.

Barge (2008) suggests a third generation of organizational development approach, namely appreciative enquiry, to guide the development of communication strategies during change implementation. The hallmarks of appreciative enquiry for change is that 1) it places high value on the importance of employees to be involved in a joint collaborative conversation on their issues, dreams and expectations affecting them during change, 2) it utilizes dialogic and affirmative forms of communication for designing and implementing planned change initiatives, 3) it accentuates what works well, strengths, assets, core values, and future dreams.

Lewis & Barge (2008) identifies five communication strategies that could be implemented during the implementation of change under the aura and influence appreciative enquiry. a) Selective communication strategy: refers to a strategy of “selecting one pole of a duality over another and ignoring the other or placing the competing pole in a ‘‘cold war’’ relationship that favours one pole over the other” (Barge, 2008: 368), b) Separation recognizes that both poles of a duality exist but separates them through ‘‘through levels of analysis”. Thus, employees who are complaining about change could be identified and provided with appropriate information by holding venting and dreaming session. c) Transcendence- synthesizes the dualities by reframing the polar opposites and constructing a new reformulated whole. d) Connection- recognizes that both poles are crucial and that they must be related in such a way that the contributions of each pole are maintained. e) Integration- recognizes that both poles of a duality exist but combines them in ways that may neutralize them or bridges the opposites in confounding ways.

The researcher believes that the essence of appreciative communication strategies underscores the authority of the change agent to use information unitarily about employees' differing "dualities" perspectives, opinions and expectations about change. Appreciative enquiry approach does not emphasize the importance of feedback to, and reference to employees' voice employees in terms of connecting, integrating and transcending the change planning and implementation. The implication of the practice of appreciative approaches to communications is that it promotes a directive approach to planning and implementing change.

The researcher observes differing perspectives on the meaning and usage of dialogical communication with respect to implementing change. Barge (2008:367) believes that appreciative "utilizes dialogic and affirmative forms of communication for designing and implementing planned change initiatives". While Esposito (2014:325) pines that the dialogical communication should advocate for the joint construction of meaning amongst stakeholders involved, and should afford them the opportunity of practice of "principled dissent". The meaning of dialogical communication may be used flexibly for both "planned" and unplanned change intervention as could be attested above.

Barge (2008) in contrast to the appreciative approach to communicating and implementing change, proposes the importance of a generative dialogue to change. Barge (2008:373) defines generative dialogue "as a form of discursive coordination that affirms the significance of others' utterances and establishes mutuality particularly useful because it integrates both dialogical and appreciative strands of communicative practice". Barge highlights four components of generative dialogue that should be used and embedded during the planning and implementation of change:

Engagement process about change should encapsulate the principle of negotiation (Kotter, 2005), participation (Pardo De-Val, Nielson &Lines 2014), empowerment and principled dissent (Lewis, 2006) and communication process should apply a dialogic approach (Esposito, 2014). This implies that the design of change initiatives should be open, responsive to the views of those who should execute them. Esposito &Bordia (2014)

contends that empowering and collaborative approaches to engagement could improve stakeholder commitment to change, and reduce resistant behaviour.

The literature on theory of planned change, Lewis (2012), Bordia & Agarwala (2012) believe that resistance to change emanates from the employees due to the imposive nature of change implementation. However, in the context of the complexity theory of change, the researcher believes that the opportunity to resist change could come from the management, which is the opposite of the planned theory of change. Maimone (2013) suggests that managers who are holding onto a narrow approach to change, should learn to move away from the "authoritative boundary", which emphasizes the importance of managerial power in decision making. Chidiac (2013) believes that in making change implementation sustainable, managers should be involved in the co-creation process of change, be empowered to learn a new culture of collaborating with employees. This empowerment process for manager is referred to as moving away from the "authoritative boundary".

2.4. 4. Participation and involvement approach to engagement

Barge and Lines (2008) defines participation as a dialogue that recognizes multiple voices, perspectives, and points-of-view. Lines and Pardo De Val (2012) recognises different forms of participation as formal/ informal and direct or direct through which employees could have influence in decision making. O'Donoghue (2011) states indirect participation occurs when workers are represented by others such as trade unions representatives. Ahiauzu (2013) states that participation could also be statutory when government recognizes an undesirable consequences of bureaucratic control systems. It is for that purpose that the South African Labour Relations Act Sec 84 (1) has been created as an enabling legalization to legislate joint involvement and participation between the employers and employees. (Labour Relations Act Sec 84 (1).

According to O'Donoghue (2011:195) formal participation could include employee/joint union consultative forums, except barging forum. Lines (2004) suggests another important

component of participation as the “the right to veto” a decision. The right to veto signifies “co-determination” aspect O'Donoghue (2011) and “co-creation” (Chidiac, 2013) of participatory process. The right to veto grants employees the decision making power in the consultative participation forums (Lines, 2004). According to Ahiauzu (2013:663) participation could also be equated with employee involvement, where employees’ knowledge is recognized as adding value in co-creating the vision, purpose and competitive advantage of the organization. A variety of contextual factors, such as organizational culture, and demographics, personalities, abilities, traits and other characteristics of both managers and employees could moderate the participative style of change (Lines, 2004). O'Donoghue (2011:194) suggests that management support, perceived benefit, supportive policy, participative ethos, job security and trust could influence the adoption of a participative culture. The researcher believes that political dynamics of management authority could also moderate and influence the adoption of particular style of participation.

Barge and Chidiac (2008) highlight some of the critical components of participation that should drive the implementation of a change intervention. The researcher believes that these components are tilted more towards the application of the emergence theory of change.

2.4.5. Collaboration

This explores how actors coordinate their actions with one another as they inquire into important issues and what identities and relationships are produced (Chidiac, 2013). The researcher observes that the essence of collaboration emanates from a sense of negotiation amongst stakeholders within the organisation. Chidiac (2013) believes that cultivating a collaborative culture among the stakeholders indicates the willingness to assume the response- ability to change. He contends that collaboration manifest itself “when the beliefs and energies of a mass of people create an epidemic movement towards an idea” and such a critical mass would become a prelude to fundamental change.

2.4.6. Capacity building

This implies generating new ways of making sense of and acting into situations (Barge, 2008). New skills and capabilities could transferred through training intervention. However, Chidiac (2913) believes that capacity building should move away from the push to pull factor, and identify skills or capacity implications of a change intervention to managers and employees alike. The Gestalt theory encourages the skills needs identification to be an emergent process, suggests that organisations should "embed within the organisation the capability for change by linking emerging needs with key skills" (Chidiac 2013).

Balancing risk and support in every intervention, Chidiac (2013:468) pointed out the importance of adopting a holistic focus during participation, and ensure that "all the cognitive, political, emotional, spiritual/values base dimensions affecting change stakeholders" are addressed. This implies that participation must be meant to address stakeholders' emotional, spiritual, cognitive challenges emanating from the introduction of change.

However, Chidiac (2013) believes that the Gestalt theory of change treats all the stakeholders in the implementation of change as equal partners with equal authority of influence. Thus, decisions are co- created throughout the change implementation process. This collective attitude to decision making during implementation of a change would bring about consensus, relevance and the collective design of the change intervention (Chidiac, Nielson and Lines, 2014). The collective decision making would ensure sustainability of the change implementation process through the consideration the political, emotional, economic, and psychological considerations (holistic view) of all stakeholders (Chidiac, 2013). This would promote a sense of procedural and distributive fairness (Eisenhardt, 2013).

Effective employee engagement in tactical decision making has been found to correlate positively with acceptance and openness to change, increase in employee morale, satisfaction and job involvement (Bordia and Pardo De Val 2012 & Lewis, 1999). This would

extend to having ownership and control over issues affecting them, anxiety levels reduce, and positive attitude and commitment develops (Bordia, 2012

2.4.7. Fidelity approach is aligned to a top down planning model

Fidelity approach, Lewis (2006: 281) define fidelity is "the match between the design/intended use and actual use" a change intervention. Organisations adopting this approach have their own preconceived ideas about how the process of change should unfold, and they are reluctant to accept any input that suggest for the design and goal to be achieved (Kotter & Lewis 2006). The goal and the process of the change intervention are very linear and myopic.

The definition of fidelity approach is in line with the planned approach to change which hierarchical top – down levels communication strategies to convince employees about the positive outcomes of the change. This approach is designed on the change implementer's perception and evaluation of change success (Lewis, 2006). Formal communication and participative strategies such as information meetings, communication from supervisors have been associated with the description of what change implementation success looks like (Lewis, 2006). Agarwala (2012) argues that this communication approach does not tap into the stakeholder's views on what change success means for them.

Lines & Pardo De Val (2012) observes that planned communication approach is devoid of encouraging participation with influence from, giving feedback to and discourage principled consent from the stakeholders. Lewis (2012) recognizes these types of engagement strategies as symbolic. Thus, the engagements are meant to serve the self-fulfilling prophesies of the managers. This would result in the prevalence the rumour mill emanating from the poor quality of information and less transparency through which engagements are conducted (Marmenout, 2011). Lack of feedback to employees exacerbates unintended negative behaviour towards change, such as resistance, anxiety and stress (Jian, 2007).

2.4.8. Fidelity employee engagement approaches

Table 1: The relationship between the resourceful and fidelity goal approaches to engagement

	Low moderate value for fidelity	**High value for fidelity**
Low Resource orientation.	Soliciting/evaluating input from diverse individuals based on open Participation requirements. • Open to possibility of altering change based on "valid" input, but this isn't expressed goal.	Bankrupt Participation) • Soliciting input from a specific pool of stakeholders (based on rigid participation criteria). • Use of input to assess and gain support for original change vision. • Disregarding anything that wasn't a widely shared idea, that did not seem easily workable, or from a questionable source.
Moderate resource orientation.	Privileged Empowerment) •Soliciting/evaluating input based on organizational politics and resource control. •Alteration of change based on input is highly likely given the power of those solicited.	Ritualistic Participation) • Soliciting input from advisors/opinion leaders who can provide advice for implementing the original change vision. • Soliciting from those who can persuade others to become supportive. • In some cases, may ask advisors who vary in their support of the proposed change. • Use of input to forestall negative reactions or to sometimes alter the Strategy or change initiative.
High resource orientation	Widespread Empowerment	

Adopted from Lewis (2012).

2.4.9. Advisory

According to Lewis (2012) the advisory approach to engagement focuses on the implementer's intention to seek affirmation for the planned intervention. Testing affirming suggestions is by willingly converting the negativity to defend the planned outcome of the change, and any useful feedback is used strategically to forestall and prepare for the future interventions.

This approach targets strategic thinks, innovators, thought leaders, advocates who provides innovative ideas, imprinting the positive ideas about the objectives of the intervention. Negative ideas are nor welcome, but need reinforce held beliefs about the change. Those who sound like complaining are set aside.

2.4.10. Restrictive approach

The restricted approach prefers to collet inputs from the select few stakeholders who re regarded as key in terms of the influence they have in implementing the change intervention. The key stakeholders of any change intervention are the target, or those who would be impacted by the change. Key stakeholders may include the subject matter experts who have facilitated, experienced change of similar kind, and are high performers in terms of change intervention design. Feedback from these stakeholders only if it does not gravitate towards changing the predetermined objectives of the change. Suggestions that sound like complaining and whining are not at all taken for consideration.

2.4.11. Open approach

Lewis (2012) defines an open approach as an activity of soliciting inputs from a group of employees and individuals to voluntarily make inputs about the impending change. The purpose of calling for inputs is to test the viability and the presumed purpose behind the inputs. However, the criteria of evaluating the viability of the inputs is flexible depending on evaluator's open criteria. Some of the inputs may be regarded as whining and complaining if they are not referring to the intention nor the purpose of the change. Feedback from thee

engagement is not used in a strategic manager to improve the change intervention, but to give employees the opportunity to feel appreciated and empowered.

2.4.12. Political Approach

According to Lewis (2012) the political approach advocates that people who could make it difficult for the systems and resources to be available and ready for the change are critical to be consulted. Their views are sought irrespective of the relevance and value. They need to be appeased before they could be supportive to the change initiative because of their control over the resources.

These symbolic ritualistic, and bankrupt employees engagement approached emphasize and ensure that the stakeholder contributions are aligned to the planned purpose of the change intervention. Kotter & Lewis (2012) suggest that the choice of these engagement approaches hinges on the employer's understanding of the political, social and economic environment. In contrast to Chidiac (2013) perspective that meaningful involvement and participation generates a line of sight to positive results of the change. However, to achieve of positive results of change managers need to overcome their "authoritative boundary". Symbolic participatory approach does not provide the participants feedback about the decision making processes emanating from the engagement. Lack of involvement and feedback about the decision making processes is the source of resistance to change (Eisenhardt, 2013). Chidiac (2013) observes that these practices and approaches would not make the change implementation successful and sustainable.

2.5. Employees' commitment to change

Organizational change bring about a variety of uncertainties, such as structural, strategies, job related uncertainties. These uncertainties underscore the fact that human feelings are an emergent feature of the situation and need to be considered as an integral part of change (Gündüz, 2014). It is therefore critical to have a change management approach that resolves the employees' anxieties collaboratively and in parallel with the implementation process is ideal (Chidiac, 2013). According to Nielson (2012), such a

change practice values participation as an enabler to make organizational change more responsive, sharper, flexible and sustainable.

Bordia and Pardo- de Val (2012) believes that giving the people, who are mostly and negatively affected by the change, the voice in the decision making process would alleviate the levels of uncertainties. Bordia, Lines, Pardo- de Val and Booth (2012) pointed out that employee participation in the tactical decision making process would improve their perceptions, control and commitment to the implementation of the change. Esposito (2014) contends that participation that genuinely hinges on respect; capture the values of "authentic democratic dialogue" would entice positive contributions from the change recipients.

Bordia, Lines, Pardo- de Val and Booth (2012) contends that engagement approaches that value employee participation tend to generate high levels of employee commitment to change. In correlating commitment to participation, Lines (2004:197) clarifies factors that drive individual commitment as follows: (1) belief in and acceptance of organizational goals and values; (2) willingness to exert effort toward organizational goal accomplishment; and (3) strong desire to maintain organizational membership.

Stevens (2013) believes these stages are not an end in themselves, there needs to be a continuous engagement and influence for employees to generate the desired levels of commitment to change. The outcome of this engagement process is what Stevens & Armenakis (2013) refer to as readiness to change. When employees gradually become committed, Booth & Chidiac (2012) believe that an institutional action, which is defined as the "coherent set of individual actions supported by the set of self-sustaining critical mass of opinion in the organization" would take place.

The coherence of the institutional action would be strengthened when varying commitment levels inform the design and process of change implementation intervention (Lines, Agarwala & Chidiac, 2012) Change implementation process that follows this approach has more chances of becoming successful and sustainable (Chidiac, 2013).

2.6. New policy implications for employees pre- merger

The human focus of the merger should be done in line with other processes such as policies and procedures, ensuring that ICT system and services are capable of retaining customers. The design of the organisational structure should be integrated and aligned with other processes such as remuneration framework (DiGeorgio, 2003). To ensure that the merger is under control these intervention should be undertaken early in the merger process (Appelbaum, 2000). Managers should be alert to the fact that while preparing for the merger, employees thinking and priorities are about survival after the merger. While in the survival mode, manager or integration manager should pre-emptively manage the uncertainties by forecasting human resource demand with supply after the merger based on the structure. Thus look at the job categories that would need replacement, the cost of replacement and underutilised employees on the payroll (Appelbaum, 2000). The author argues that the analysis of employees' concerns during engagement sessions should be used as a frame of reference for the development of policies such as training, career development and remuneration frameworks. Since these policies touch immensely on the employees' values and interests, management and the union should negotiate on the principles of these policies (Appelbaum, 2000).

2.7. The establishment of the steering committee

The establishment of a steering committee to coordinate and facilitate the transitional structure and leadership requires the appointment of an integration manager (DiGeorgio, 2003). This structure should come with a game plan that would drive key areas of change from the employee, system and structure. This approach recognises the systemic impact of change (Bordia, 2012). Business and functional transitional teams report progress to this steering committee for monitoring by the executive. The constitution of the committees would have to focus on the running of the operations while transforming, and how it is to be organised in the future (DiGeorgio, 2003). Managers representing divisional teams should be the leaders of the new organisation after the merger.

2.8. Employee engagement during merger implementation (integration).

Merger implementation takes place when the programme to prepare employees, policies, systems, processes and structure for integration into the new structure has been completed (Appelbaum, 2000). According to Bordia (2012) employee readiness programme aligned to these structural and process components is critical to ensure seamless and systemic integration. The implementation stage of a merger measures the actual implementation of the systemic integration. In this context, is would be important to measure both positive and negative impact of the systemic integration on employees, and how managers are communicating messages of support (Appelbaum, 2000). During the implementation stage human resource issues should be weighed heavily over other issued to ensure that the merger becomes as success.

During the implementation, employees suffers from survivor syndrome which includes some sense anguish experienced from restructuring implications such as job misplacement (Appelbaum, 2000). There are varying stages of experience of survivor syndrome which are caused by change, insecurity, performance anxiety and friends. Employees may feel neutral about the impact of change because they may not be understanding the current job and the future implications thereof. Placement to positions have career implications into different sectors and industries, and this may cause a sense of insecurity about the career success (Larsson, 1999). The implementation of the merger may present opportunities and promotion to positions with more responsibilities they are used to, and for which they are not qualified to perform. These merge developments would make employees to develop psychological disorders, such as stress and more uncertainty (Appelbaum, 2000). These psychological disorders would manifest themselves through undesirable behaviours that might disrupt the operations and performance of the organisation (Appelbaum, 2000).

The author argues that it is during the implementation stage that managers could measure the congruence and validity of the decisions reached during the information and engagement sessions. It is for this purpose that Appelbaum (2000) argued that planning and execution of the merger is critical to ensure success by continuously addressing

emerging employees concerns. Chidiac (2013) believes that identifying employees' concerns through continuous sensing measures of the merger implementation would assist in the collective resolution of emerging concerns. These measures may include surveys, individual interviews and focus groups among others (Appelbaum, 2000).

Thus, both employees and managers or integration managers would identify sources of employees' unhappiness, engage and collectively design a viable improvement interventions. Interventions would differ according to the nature and extent of the problem (Chidiac & Appelbaum, 2000). To ensure that support interventions are effective and sustainable, employees' interests should prevail in informing the content of the interventions.

Merger integration has a socialisation component for employees of both merging organisation. Employees have a tendency to accept those who belong to their group- the in-group and out group. It is on that basis that van Knippernberg (2002) argued that employees from the merging organisation which enjoyed high media reputation pre-merger, which would have to be lost during merger, refuse to socially integrate. They might be due to career implications of being associated with an organisation which consistently enjoyed negative media coverage (van Knippernberg, 2002). To protect their personal identity, some employees use the loss of reputation as the main reason to resist being integrated into a merger. Hence the loss of talent has been emerged as one of the negative outcomes of merger phenomenon (DiGeorgio, 2003).

According to Smith (2011) the activity of engaging employees and providing feedback during the merger, enhances and mutually reinforces other systemic components of merger integration. Smith (2011) also recognises that the actual implementation of the merger sets up the integration, and if successful, integration sustains implementation. These enhance and reinforce each other.

2.9. Employees' engagement during post-merger

The post-merger activities relates to the organisational measures that could be put in place to provide support for those employees who were laid off or suffered critical losses from the merger. For the company to show that they care for employees' survival and welfare, active participation and communication must be practices throughout the merger process. The continual involvement of employees in addressing integration issues enhances the chances of merger success.

The impact of the merger could negatively affect other employees through layoffs. However, the impact may not have dire emotional and psychological effects it employees were fully informed about these effects at the start of the merger. The level of dissatisfaction resulting from the merger could be assuaged further when management intervenes with post-merger programmes such as: stress management, career counselling, merger sensitisation workshops, some group meetings, team building, and training for new skills to deal with new work situation. Particular interventions for laid off employees may include job fair, thus integration with other firms within the industry to facilitate job placement (Appelbaum, 2000). Interventions like thee would make retained and retrenched employees feel the value of their contributions in the merger process. However, if feelings of dissatisfactions were not addressed as an integral part of the merger implementation, resistance and sabotage are inevitable consequences of the post-merger.

2.10. Resistance to change

McMillan (2013:1) describes resistance to change as a collective negative and disruptive behavior that jeopardizes the change process and its desired outcomes". Pardo- de Val, Lewis, Bordia & Chidiac (2015) consent that resistant behavior emerges from less participative engagement practices, where employees' preferences and needs are suppressed. The researcher believes that employees' could self-organize around their collective dissatisfaction towards less participative approach to change, to defend their perspectives. Engaging in resistant behavior, employees are attempting to impede, redirect

and stop change as a way to alleviate the resultant uncertainties (Esposito, 2014). Viewed from a complexity perspective, resistant behavior is a source of commitment to change (Cheney, 2001:380).

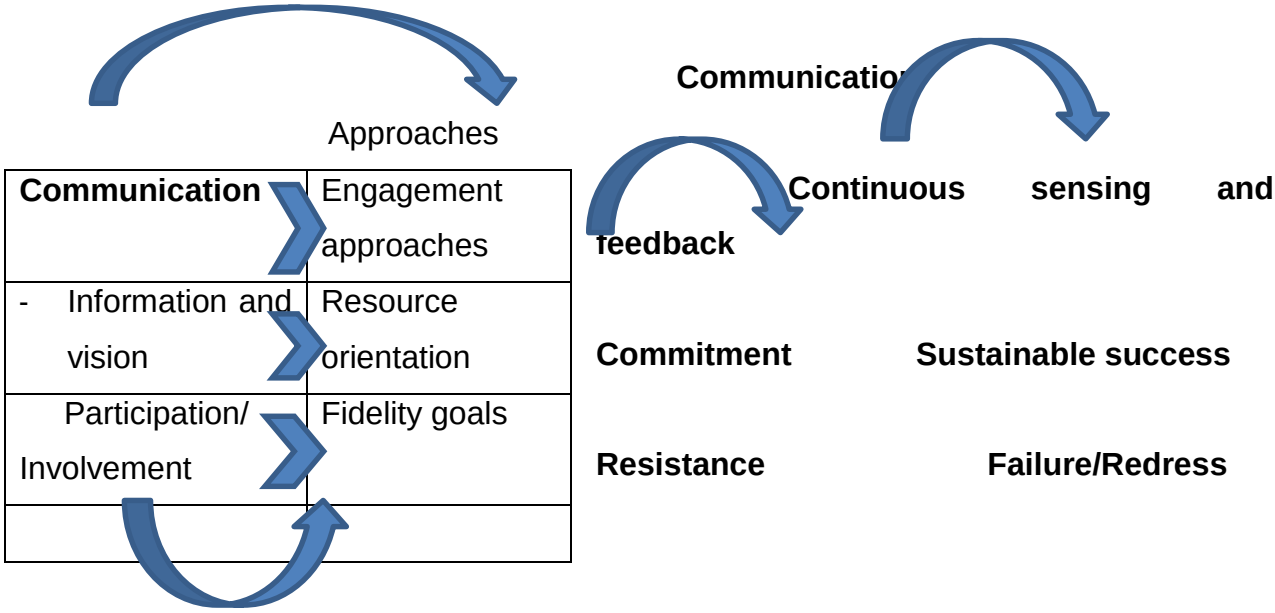
Esposito (2014:325) posits that "change has been seen as a way to inform, involve and even motivate collaborators to participate in the change process wholeheartedly, as such it is about the joint construction of meaning". Communication approaches that are intended to inform, disseminate and rationalize the purpose of the change lead to unintended consequences of change (Jian, 2007).

To alleviate the scourge of change implementation failure, Lewis & Booth (2013) suggest that managers should communicate the realistic negative and positive change previews as the basis for inviting the voices of the recipients of the change. The opportunity for employees to advance their contributions should be dialogic and be capable of influencing the change process (Esposito, 2014). The approaches to communication should be bottom up and cooperative. Booth & Chidiac (2013) believe that the use of the Gestalt theory of change and Large Group Intervention strategies are more relevant to co-create the communication process. In contrast to a traditional top down communication approach, the bottom up approach regards openness as a cultural characteristic that has the potential to improve commitment, reduce varying types of uncertainties, improve procedural justice, caring, trust, improved performance and ultimately reduce resistance to change (Bordia & Booth, 2013).

The above literature on the role of communication and participation, their relationship with commitment, and resistance to change during change underscored the point that the success of a change process is informed by the interaction of factors. Pardo- de Val, Bordia &Lines (2004) confirmed the positive relationship between the use of a participatory approach and effectiveness and success of the change implementation process. Nielson (2012) observed that if the success of change is determined by the high level of employees' commitment, as a result of being able to influence the change process, then the true

measure of the success and effective of change should be based on measuring the experiences of the employees about the change.

Table 2: A table of conceptual Framework



2.11. The description of the conceptual – theoretical framework

The conceptual relationships among the above framework underlines the importance of communication through the change implementation process. The process commences with the head of the organization to present the vision about the merger process to improve the efficiency or profitability through gaining competitive advantage. The announcement of the change would elicit uncertainty feelings among employees regarding their job insecurity, career instability, strategic and process uncertainty. To ensure that these concerns are integrated within the change process, the change agent should engage employees by giving facts about possible implication of the merger with regards to jobs, systems, structure, remuneration frameworks, career opportunities as well as possible negative consequences. If the approach of communication encourages employees to fully participate and get involved in the addressing the challenges, tit could serve as a precursor for employee to commit to change even if they expect the negative results.

To the extent that the fidelity approach of communication is used to gather employees' concerns, change agents prefer to only get employees views to strengthen the achievement of the pre-determined goals of the change. This approach regard employees concerns as attempts to hinder the change process, and overlook , even genuine concerns as complaining and whining exercise. The implication of this approach states that when employees get affected by the same results or fears during the implementation of change, change agent may not be able to provide support the negative results of change, the same way as they avoided them in the early stages of the change. Employees on the other hand may plan to sabotage the change process, and try to reverse the decision until their needs are recognized. Continued employee engagement that provides support to employees feelings of uncertainty, grieve and unhappiness provides predictive validity about the positive effects of change. Employees accepts negative effects of change if they have been made aware and supported to overcome them. Feelings of success about the change would be reiterated by those who were laid off and retained after the change implementation process.

2.12. Summary

Managing change interventions are critical for organizational survival. However, the approach of implementing change requires a consideration of a variety of factors. One approach may advocate for a complete involvement of employees, or partial involvement to recognize strategic role of management. Consideration should also be made regarding the strategic capability of employees in the decision making processes. The researcher believes that a proper evaluation of the context of change and the extent of employee involvement is necessary.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This research will use the qualitative research approach, because it takes an interpretive phenomenological perspective to understanding the phenomenon under study. The research design to be used is flexible in terms of identifying the participants and collecting data. Data will be collected through in-depth interviews and document analysis on Companies and Intellectual Property Commission (CIPC).

In-depth interviews and focus groups were conducted with 12 employees, and other relevant documents about CIPC. Subsequent to analyzing data, the researcher identified data under themes to answer sub research questions. The sections that follow will present the outcome of the document analysis, followed by the discussion on the identified themes from the interviews. In presenting the themes it is important to relook at the primary research questions to ensure alignment to the employees' descriptions of their lived experiences of engagement practices during change.

Chapter one outlined the background to the change management context in the Companies and Intellectual Property Commission (CIPC). A brief context was provided in terms of the process of change and level of employee engagement conducted. The change context in Companies and Intellectual Property Commission elicited research interest on the role of employees and how they were engage during the process. Hence the purpose of the study is to explore the extent to which employee were engaged conducted during change in CIPC.

The research therefore attempts to find answers to the following key questions:

1) What was the role of employee participation in the change process?
2) To what extent were employees involved in the design of change interventions?

3.2. Research approach: Interpretive phenomenological epistemology.

The theoretical underpinning for the collection of data in this study is interpretive phenomenology, which is a qualitative approach that aims to understand, describe the phenomenon through personal experiences and interpret the experience in order to improve the phenomenon under study. The choice of this theoretical underpinning is relevant for this study because human experience are studied to understand, describe the role of employee engagement in implementing the change at Companies and Intellectual Property Commission.

Phenomenology could be described as a qualitative research technique that intends to "make explicit the implicit structure of the meaning of experience" (Eatough, 2013: 261) by ensuring the research subjects provide their experiences of the situation as they lived it (Eatough, 2013). The phenomenological study is interested in the presence of the experience, and interprets presence not as distinct from the past, and future, but the presence from a wider "field of presence".

The importance of presence of experience is regarded as continuous by virtue of having had a personal experience of a situation, and thus it could bear some ownership construct such as "it is mine". In addition to Eatough, (2013), Russell (2015:179) describes phenomenology is a method of enquiry that could be implemented within the context to better understand the context from the individual experiences and meaning. As such human experiences of the context can never be generalized. This study is normally conducted in a natural setting that is free from manipulation, normally in setting where the experience has occurred.

The researcher can best understand how employee engagement strategies were employed through employees' practical experiences by interacting with those who had fist hand experience of the change. It is for this purpose that the qualitative research method techniques will used to collect data.

3.3. Qualitative Research

The research methodology that will be followed is the qualitative research. Gummesson (2006) states that qualitative research is interested to study complexity and individuals in social contexts, and believes that "reality is phenomenological". Qualitative approach collects information about social properties from the real sources in order to understand the complexity of the situation.

Gummesson (2006) states that qualitative research method uses data collection tools help the researcher to understand the situations better by capturing the people's accounts of the phenomenon as a true reflection of the phenomenon under study. The researcher would analyze the experiences through data which would be interpreted for improvement consideration by other scholars in social science research. Cassell (2007) on the other hand states that qualitative research method takes an interpretive stance to understand and reconstruct meaning from social integration.

According to Bryant (2007) qualitative approach is the preferred method because it provides a platform where individuals within the same social context may experience a phenomenon differently. Bryant (2007) also argues that the use of interpretive theories in conducting research assist the researcher to study the interpretations of participants, reconstruct their meanings, and provide a critical perspective to management on topic under research.

The qualitative research allows the researcher to collect data from the social context through multiple methods such as interviews and in-depth semi structured interviews (Neuman, 2011). It is also relevant because it provides flexibility in terms of gaining in-

depth understanding of individual experiences of the change, and the relationships within which they occur (Bryant, 2007).

In the context of the study, this research method would be more relevant to understand employees' experiences about the engagement process followed during the change at Companies and Intellectual Property Commission. Employees' varying and collective experiences about the engagement would provide the researcher with a fair description of how the practice of engagement process during change was conducted.

3.4 Research design – Institutional cases study

A case study method is an empirical enquiry that investigates a contemporary phenomenon within a real life situation.

The study is informed by interpretive research that seeks to understand the lived experiences of employees from Companies and Intellectual Property Commission about how they were engaged during the implementation of change. The collective experiences would provide a description of the engagement process, and through the analysis of the experience, provide a critical perspective of the best practical model of engagement during the change. Eatough (2013) states that the use of qualitative approaches seeks to optimize the lived experiences to explore the best practical models of management.

In the context of this study, permission was granted by the head of the Companies and Intellectual Property Commission (CIPC) to conduct the study. Qualitative approach employs non-probability sampling method, in this context purposive sampling and convenience methods were used. This sampling method is preferable because it provides the researcher with the judgment of selecting the target population, which would provide a rich description of the phenomenon (Neuman, 2011). Alternative convenience method was also used to complementarily when participants could not be available for the appointment as scheduled.

A combination of focus groups and individual un-structured Interviews were conducted, and individual description of their lived experiences of "engagement during change" were

recorded, and the interviewer was able to generate a thick description about the implementation of change (Bryant, 2007). In adopting a constructivist epistemology, the researcher reconstructed the holistic view of the meaning of employees' experiences, described how change was implemented and provide a critical perspective to a managerial paradigm of conducting change (Bryant, 2007).

3.4.1. Data Collection- Semi structured interviews

Data collection instrument relevant for the study is the semi structured interviews and focus group discussions. The nature and structure of the interviews was based on subject to subject relation to discover the meaning of the phenomenon through lived experiences (Goulding, 2005). Participants' views and descriptions of the phenomenon are facts about phenomenon under the study (Englander, 2012). Goulding (2005) pointed out that when participants share similar lived experience about the phenomenon under study, the meaning of data becomes saturated quickly, and the description of the phenomenon becomes clear-cut.

On the 17th and 18th March 2016 the researcher requested approval to conduct the study, and approval was granted. The same request was extended to managers to identify some employees in their business units to participate in the study. In the first place scheduled were planned for focus group discussion of four participants for (3) three hours each. Neuman (2011) defines focus group as a special interview technique that is used to gather information about lives experiences informally from a group of informants.

Each focus group constituted of employees from different business units. This was to ensure that attendance to the sessions do not negatively affect employers production hours. Due poor attendance to focus groups sessions, the researcher applied a convenience sampling method. The change of methods shows the flexibility with which qualitative approach provides, to cover for the inherent challenges of collecting data (Neuman, 2011). Participants were selected based on their willingness to attend. Two focus group discussions, covering seven (7) participants and five (5) individual semi structured interviews, were conducted. Data was recorded onto a script, retyped and sent

to the respective participants to confirm the veracity of their interview experiences. This assisted in determining the credibility and objectivity of the facts recorded.

3.4.2. Document analysis

Document analysis is the process of gathering data about the historical context of the setting within which the research would be conducted. Relevant data about employee engagement and change management has been documented in the literature review (*refer to chapter 2*). Sufficient theoretical background about the best models of change has been identified from the literature, which enticed the researcher to develop some critical perspectives to the findings of the study.

Data provided through other source documents may assist the researcher in triangulating the information gathered through the interview. As such, analyzing a variety of documents could assist in making the information credible. Additional information was studied about the historical contextual analysis of (CIPRO) way before it merged with OCIPE (Chaplin, 2011). This information was very helpful in the analysis of data collected from the interviews. A change management report prepared during the transitional period of CIPRO and OCIPE towards the establishment of CIPC was studied. The content of the report also served as a triangulation source to data gathered from the interviews. It corroborated with most of the individual lived experiences (CIPC report, 2011).

3.4.3. Bracketing

Bracketing is the mental model the researcher adopts to withhold their preconceptions, assumptions throughput the research projects, to ensure that impartiality and objectivity of the research is maintained (Sinclair, 2010). The bracketing mindset would also assist in addressing the credibility of the research process and the findings. Sinclair (2010) further pointed out that bracketing is not practical to achieve when one has prior knowledge of the phenomenon under study.

In this context, the researcher was able to practice bracketing by contrasting CIPC change management report to interview data, without tapping into personal experiences of the engagement process for change. The practice was also maintained during the interviews

when the informants were restricted to reminding the researcher of what happened. In the introduction of the interviews, the researcher stated clearly that the study would be approached objectively and with an external perspective. Bracketing was also maintained when reading the historical analysis of CIPRO. The researcher read the documents with "the intention to get inside the mind of the writer", (Neuman, 2011:435) than to impose his knowledge about the history of the context.

3.4.4. Analysis

In analyzing the interview data, the meaning of participant's lived experience is central to understanding the reality of the phenomenon (employee engagement during the implementation of change) under study (Goulding, 2005). During the interview the objective was to understand the complexity and content of their lived experiences of the phenomenon. In doing this, information was captured through tapes, written on the script, information was re-written and sent to the participants to confirm the content. The content was verified. Charlick (2005) pointed out that the above analytical activities represent the first two (2) of seven (7) phases of data analysis, namely reading and re-reading, thus immersing in the data collected , and identifying a pattern or the emergence of themes and initial noting. In the context of the study, the similarity of personal experiences the phenomenon under study reached a plateau and saturation point quickly due to the similarity experiences.

3.4.5. Thematic analysis

Charlick (2005:52) points out that thematic analysis of data is characterized by a) developing emergent themes, b) searching for connections across emergent themes, c) moving to the next case, d) looking for patterns across themes (coherent similarities of meanings), e) developing a an analytical description of the phenomenon under the study. In the context of the study thematic analysis of personal experiences of employee engagement was plotted, and patterns emerged. A clear pattern of themes was evident and replicated overtime to underscore a thick description of the phenomenon[1] being

[1] Phenomenon under study is stated to mean employee engagement in the Companies and Intellectual Property Commission (CIPC)

studied. The incessant themes describing similar experiences of the phenomenon will be revealed through the extracts of the interview excerpts in the research report to provide evidence. It was imperative at this stage to maintain the bracketing mindset to do justice the quality of the findings.

3.4.6. Content analysis

Majhi (2016) defines content analysis as a method of collecting and organizing information in a manner that would enable the researcher to make meaning inferences about the characteristics phenomenon being studied. In analyzing the content of the lived experiences of the engagement, data is grouped in terms of categories of content, and some content groupings may have a lot of data. However, in the context this study, few data categories were observed. There seemed to be a congruence or shared lived experiences about how employee engagement was practiced during the change.

3.4.7. Ethical considerations

The field of social research requires research practitioners to adhere to the general and professional principles and guidelines governing their conduct (Neuman, 2011). The purpose of the study, which was to explore the extent of use of employee engagement during change, was explained to head of the CIPC. However, due to the late approval of my request, i tried to be proactive to gather data prior approval. In responding to my request, one EXCO member opined that:

> "Since the topic on employees about change is still regarded as a current risk issue, I would be comfortable to grant you access to employees of the division if it could be presented with an approved request". (CIPC Executive member)

The risky nature of the research was also noted as an observation during the individual interviews, the inquisitive nature of union representatives about the interviews. The subsequent to approval, the request was extended to managers and employees who were selected to whom ethical implications of the study were outlined upfront. Confidentiality was observed during data collection, and all procedures followed during the entire research project adhered to the rules of the University of Witwatersrand.

The following ethics were preserved during the study: Confidentiality, informed consent, and anonymity and privacy (Neuman, 2011).

3.3.8. Limitations of the study.

The study was limited by time constraints. The research proposal was approved in March 2016, and by the end of March 2016 I was expected to submit the final research report, failing which I would have been regarded as having failed to meet the requirements of the Master's degree. I had only 15 days to collect data and write the report.

The second limitation was the urgency with which interviews were scheduled. I started with focus groups to ensure that I gather a lot employees experiences at a time. However, scheduled sessions were not attended to as expected. I had to conveniently request employees to interview them at their work stations. In an open plan, employee became skeptical when they are overheard about b union members. As a result some interviews were discontinued abruptly.

The nature qualitative research is that it regards subjective and lived experiences as reality of the phenomenon being studied. However, the subjectivities of some of the employees might have been be informed by cultural and historical factors outside the context within which the phenomenon has been experienced (Bryant, 2007). It is a universal limitation of all qualitative studies that they cannot be generalized to the whole population. Though the richness and depth of experiences may represent and become a microcosm of the whole.

Collecting data from focus group discussion was problematic, especially when interviewing two employees belonging to different unions. In some instances, some employees criticized the representatives from other union as the cause and source of problems. This behavior intimidated other employees to be free in expression their experiences. It was both ethically and procedurally limiting.

CHAPTER 4.

DATA PRESENTATION

4.1. INTRODUCTION.

This section presents the data that was collected from the interviews, focus groups and secondary sources such as document analysis. The data will be presented in an integrated based on the logic presented from the theoretical – conceptual framework. Reference to responses from the participants, other secondary data and interview snippets will be used to emphasize the relevance of the responses to the research study questions.

In presenting the data, the researcher integrated interview data with the other data sources, such as literature review, document analysis. The basic point of reference to the presentation of data will be the theoretical framework as outlined in the previous chapter. The data from the interview will be presented using the participant's alphabetical identities (CIPC Employees A, B, CIPC manager A, CIPC union representative A, B, CIPC Focus group A and B.

This form of identification was chosen in order to ensure anonymity of information and security of the participants. In cases where the data source is a report, reference will be made appropriately.

The analysis of qualitative data requires the identification of thematic areas that emerge from the interviews, secondary data that support the elements of the theoretical concepts.

4.2. Overview of CIPRO/ OCIPE employee engagement process during the merger

During the pre-merger of CIPRO and OCIPE, the management of these entities were briefed about the review of the Companies Act and is implication of a merger. The review envisioned an integration to improve efficient management the complaints in the administration of the Act, and to ensure efficient registration of companies and resolution of misconduct of directors (Corporate law reform, 2004). During the preparatory stages of the merger, CIPRO was headed by an Acting Chief Operating Officer who championed the entire process. The process of integration of systems, processes, policies and employees was started through the establishment of the Commission Transitional management Team (CTT) to oversee the preparatory process towards the merger in 2011.

The task team developed project streams where specialist divisions took the lead in ensuring that their areas responsibility are ready for integration. Human Resource was responsible to champion the change management intervention, i.e. employee engagement ,training and development on the implications of the New Act, developing competency framework, review of policies, while ICT was responsible to ensure stability of the current system and prepare for the future demands of the system. The preparation for structural integration into the merger would have implications for employees. The human element became part of other system integration. Employee engagement activities during the leadership and merger transitional stage took the following approaches.

The data to be presented on the communication and information activities would combine pre – and during the merger. There seemed to have been a continuation or revision and overlapping of some engagement interventions with a different focus, to prepare and integrated into the merger at the same time. Thus employees had to implement systems and process of the new Commission while their concerns were not addressed. This was expressed in the CIPC strategy as “changing the engines of an airplane in flight“. This could have been necessitated by the incomplete readiness interventions from the employees’ perspective.

4.2.1. Communication and information sharing

Communication is key in ensuring that employees from the merging entities are fully aware of what to expect throughout the change process. During the preparatory stages of the merger, information about merger interventions was communicated to employees through management meetings, engagement sessions and supervisory meetings with employees. Managers had the privilege of getting firsthand information about the integration preparations affecting employees. However, information in both instances was apparently not passed on to all employees (CIPC Manager A). The management team convened and dedicated other special meetings for merger preparations, with no feedback to employees (CIPC Focus Group A).

As the period of the merger got closer, the need for information about the structure, jobs, the new leadership, the remuneration policy and training and development on the new Companies Act heightened. However, there was no formal engagement between management and employees progress about readiness in many areas of concern for employees. Information was carried to employees by managers, but in some instances manages would not provide answers to questions posed by employees regarding readiness. Employees made inputs to the draft new structure with no feedback about the approval of the draft structure (Union representative B). The main source of information was grapevine, however, the information was not credible to assuage the negative feelings emanating from the anxieties of the impending merger (CIPC Employees A). Employees remained in a void in terms of the merger preparations for long time. The collective grapevine by employees about progress of the merger preparation crept into management's attention. An engagement sessions was organized, and all employees were invited to attend information or engagement sessions. The expression below emphasizes.

> "The change management process had little, or no (in some instances) proper consultation with regard to employee benefits. Number of staff had to find information through various channels about remuneration benefits in rumors, such as pension's funds being curtailed". There was not dedicated change management resource, the whole process was left to its own devices within the organization. Information provided was not reliable, even if it was coming from trusted sources. Such information related to employee benefits, medical aid, and payment system. These issues were raised through the grapevine among the staff, and management became aware. This resulted in management scheduling staff sessions to clarify issues (CIPC Manager A)".

The pre-merger engagement sessions took place closer to the pronouncement of the merger, and employees were engaged again during the merger by the new leadership. Although the focus of the sessions appeared to integrate the strategy, culture and structure, the information was found to be high level for employees to relate to their concerns (CIPC Employee A). During the merger, the same concerns relating to matching and pacing, transfer agreements, remuneration were raised but the feedback was that employees would not be negatively affected, and the conditions would be better off. The feedback raised positive expectations about the matching and placing and other working conditions.

4.2.2. Employee engagement through the union

During the pre- merger engagements employees indicated a need to be consulted directly not through the union. The communication between management, union and employees appeared not to have been structured appropriately. The union engaged management on legal implications of the merger, such as the implementation of Labour Relation Act Sec 197, believed that management is responsible to communicate the structural and job - match issues implicating decisions to employees (CIPC Union Rep). .

However, employees' concerns regarding matching and placing and remuneration were presented in a positive light, such salaries will be improved, qualifications would be considered and no one would be worst off. However,

neither the union management nor employees were consulted and involved in the preparation of the structure. It could have been challenging for the management to provide employees with information about the levels and salaries of the positions on the structure that they did not have.

The union seemed not to divulge most of the information that employees deserved to know. The draft structure developed by the Department of Trade and Industry was rejected by the union, yet employees were not consulted for inputs. The same way with the new structure, the union leadership seemed to know the positives of the structure and the implications for employees, however information was not communicated.

4.2.3. Lack of openness to information and consultation.

Lack of transparency in keeping information from employees that should be helping them to adjust and prepare for the merger. Management could not provide employees with the opportunity to participate in the decision making processes, including their supervisors. The management has the propensity not to give feedback to employees when it was due. Lwazi, (2011) observed that management preferred to communicate to the union leadership about issues affecting employees, instead of engaging employees directly. On the other hand, there was no driving force through which employees could engage management, due to the embedded culture of fear and respect for management. Employees' emphasized that the role of union was negotiate with management in terms of disagreements on issues of common interest (Lwazi, 2011).

Employees strongly felt that management should have prioritized them in planning for the change and readiness process. The pre-merger integration readiness seemed not to be promising as most of the change interventions projects were not completed.

4.2.4. Participation and involvement

The transitional management of the merging entities realized the urgency of engaging all employees through the consultative and participative engagement sessions. Members of the Commission Task Team, all management teams, and coordinators were invited to provide responses to employees' frustrations. The Change Agency Network was tasked with the responsibility to coordinate the entire change process (Lwazi, 2011). The purpose of the engagement session was to provide employees with the opportunity to present their anxieties regarding the new structure and matching and placing, which among other dominated issues from the session. These concerns were to be considered in the development of the change interventions in the implementation of the merged entity.

Employees wanted to know whether the qualifications and experience would be used as the criteria for matching and placing and the procedure to be followed for redress when dissatisfied with the placement. There was an expectation that consultation with individual employees should take place before matching and placing to avoid dissatisfaction with the process. Although employees had been consulted to make inputs on the draft integrated structure, no feedback was provided. In similar vein, similar concerns regarding the matching and pacing were raised with the new leadership during the implementation of the merger. Feedback from management has not been granted.

It could be discerned that due to a change in leadership into the merged entity or Commission, decision making processes had to be changed.

During the implementation of the merger, employees found the process of matching and placing to have been unfair. The positions they have been placed on did not have any relevance to their previous work experience, qualifications and the business units. The process to oppose and complain about the matching and placing was instituted, however, employees were not given any option except to accept. The opposition process was just a lip service for consultation.

Remuneration issues were closer to employees' placement, and clarity was sought on the impact of the merger on the remuneration framework, such salary adjustment, medical benefits and other benefits. However, employees were promised not worry as the conditions would be better off. During the merger, there was dissonance a dissonance between the feedback and the experience. Employees complained about the unfairness of the salary determination. This was expressed in the below extract:

"I am still questioning the manner in which matching and placing was done. I needed to a document that would show me how my salary is going to increase, i.e. a comparison of how payment system that uses notches translate into a system that uses bands". The position and the salary on my appointment letter was hand written. This whole change management was not done properly. They said during the sessions that nothing will change, but they did not tell us these beforehand" (CIPC Focus Group B).

The policy document of the company law reform envisioned the commission to be fully automated in order to improve efficiency in the provision if registration services. Information Communication Services were improved and some processes were automated to achieve the intended goals of the policy. However, these changes had implications for people's training and skills. Training and development was critical to adjust skills requirements with changes in the job content. However, some employees found training to be challenging especially when one was misplaced. The implications of being misplaced include career change, cost of investment in the career. As much as employees appreciate the process improvements that came with technology, identifying areas of improvement on the misplaced job becomes a career challenge. Thus, one may get a training for a course that she/he may not be interested in (CIPC Employee B).

4.3. Employee engagement post-merger

The post-merger period in this context would be after the approval of the structure, and the implementation of the matching and placing. It became clear in the available secondary and primary data that employees were concerned more about the impact of the merger on their jobs and remuneration. Although the feedback was given, however in a generic

manner that things would not be for the worst, but for the better. The salary levels were not consistent, showed improvement for some and not others in the same salary band.

When employees received appointment letter to signal the implementation of the structure. They were appointed to positions for which they did not have the skills, and their qualifications did not match the educational requirements of the job. Employees experienced a shocking gap between what was promised that "things will be better off" and what they got. It appears the same fears they had materialized. The union members were also surprised that the implementation of the structure was not a reflection of the agreement they reached with the employer. The determination of positions and salary levels seemed to have been imposed, with no inputs from employees nor managers. Employees were worried about what happened to the consultations and inputs they made to the management.

In responding to the employees' dissatisfactions about the misplacements, all employees who were opposing their positions had to make a presentation. It appeared that there was no other option, but to take the position. Employees are on the positions that they are not happy with, and not qualified for. Employees are not happy with the outcomes of the merger. Below is an extract from one employee indicating the level of unhappiness:

> "They established an objection process to offer us the opportunity to object the positions. How can I object if I don't have the structure, and they asked me where do I want to be matched? How can I answer that? The objection process was just a window dressing exercise to show that we were consulted, because when you got there, she had answers for you already. The offer was final after the objection….i had to take it or go" (CIPC Employee A).

A similar view of dissatisfaction about the outcome of the merger or change process was reiterated when by a member of a focus group:

> Participant: "Immediately when I received the appointment letter, I wrote a letter to the DG that I want to come back to the department. Because I don't see this as a merger. I was just absorbed? I feel left out because I am just absorbed. If I was matched I should have been engaged in time about the changes that affected me" (CIPC Focus Group B).

4.3.1. Establishment of the Transformation Task Team

The collective unhappiness of employees in the new Companies and Intellectual Property forged against the approach followed in driving the merger. The union and the employer agreed to establish the tsk team to rectify employees' dissatisfactions that resulted from communication and information gap created before and during the implementing change interventions. Terms of reference was developed for an external resource to facilitate the opposition for those who were forced to accept their positions. This was intended to reverse the injustice and unfairness endured before and during the matching or restructuring process.

4.3.2. Summary

Key issues emanating from this section is that a transition in leadership at a time of a transformational process of an organization such as merger is of critical importance. The one leader may engage with employees with good and honest intentions to improve the design of change intervention, and ensure that the commitment to change is embraced by all who would be driving it. However, a new leadership overlooked the employees' expectations and anxieties. Consultations by the new leader were done at face value, inputs were ignored. The implementation of the change intervention was fueled by the frustrations and uncertainties. Providing no room for feedback nor redress was a key stressor for employees. It would be important to relate the change practice experienced in this cases study and relate it to the best practices in the literature.

CHAPTER 5:

DATA ANALYSIS

5.1. INTRODUCTION

The previous section presented data that was collected from the interviews and literature reviews. The data was presented based on the secondary data and interviews. This chapter will provide the reader with an analysis of the data collected and use the identified themes as a guide. The analytical section will also include the researcher's view on the issues identified from the data as well as data from the secondary sources, such as the strategic plan, survey and performance reports. The analysis of these data sources will be conducted with the application of the researcher's insight.

The analysis will be organized according to the identified themes from the previous section. The aim of the study is to explore and examine the extent to which employee engagement was used in the implementation of change in the Companies and Intellectual Property Commission. The institutional case research design was used to enable the researcher to achieve this purpose.

The interpretation and analysis of data will focus on the three themes identified during the data collection and presentation stage. These themes were identified as key to answering the research questions.

1) Lack of continued leadership
2) Poor communication and information sharing.
3) Lack of Participation/ transparency

5.2. Lack of continued leadership

The role of leadership has been highlighted as critical in leading change in leading transformational change such as merger. Leadership or management styles differ in term of approaching merger. The transitional management had followed the best quality efforts to integrate the two entities by establishing the establishing transitional teams and pre-planning for integration (Larsson, 1999). The process of merger had some transforming learning implications for the interim leadership of the merging entities. The lessons learned from the employee engagement sessions and concerns raised to the management became empowering in a transforming manner. They had to forgo the practices and styles of the past, and prepare for the new style of management needed not only for managing transformation, as best practice of management of organisations (DiGeorgio, 2003). The engagements with employees by the interim leadership had some foreseeable benefits, such as the central coordinating team for the development an integrated structure. Employees were given the opportunity to make inputs on the draft integrated structure.

The new leadership seemed to have ignored the work done by the previous management. Engagement sessions were held presumably for similar purpose of gathering employees' perspectives to change. To the extent that the recommendations of the engagement sessions were implemented, employees could have been seamlessly integrated into the new structure. Larsson (2016) stated that the quality of coordination could explain the success for integration or merger. In this context the team that coordinated the pre-merger changed, and the new leader drove the change without engaging all internal stakeholders (CIPC Employees A).

This was evident with the implementation of the new structure, it could be assumed that when the new leader assumes the roles, progress reports are handed over to ensure continuity. The interim structure of the merging entities became a secret phenomenon from the day of assumption of responsibility until the implementation of the merger structure.

The policy on company law reform stated that the new Commission that would ensure that processes for the registration of companies are fully automated to improve service delivery. This policy statement has understandably had implications for employees. The

implementation of the policy statement regarding automation of manual processes was experienced during the merger. Company registrations have improved and there is no more paper involved (CIPC Employee B). However, the process followed in introducing automation has been done without consultation with employees, who were still aggrieved by an unjust placements.

The author is of the opinion that the new leadership was focusing more on improving service delivery and customer experience at the expense of employees. In achieving that, fidelity goals approach to engagement was implemented to ensure that the pre-determined goals were achieved. These include political, selective and restrictive approaches to engaging employees. These are symbolic means to engage to achieve the self-fulfilling needs.

According to Larsson (2016) the presence of complementarity of the merging entities' operations increases the likelihood of success. However, lack of employee engagements as a thread that integrates these operations would reverse the positive proceeds of integration. As such improved service delivery could be sabotaged by unhappy employees (Appelbaum, 2000). The role of leadership in managing change has moved from an authoritative stance to creating an enabling environment for employees to engage freely on change (Chidiac, 2013).

5.2. Poor Communication and information sharing

Communication has been identified as one of the important instruments that could be facilitate the effective implementation of change. The data presented for the interviews reflected that the change process at the Companies and Intellectual Property Commission was fraught with a lot of employees' uncertainties and fears. These fears were characterized by structural, strategic and process implications of the nature of the change (Bordia, 2012). To address fears and uncertainties that emanate from the change initiation, the form of communication to be adopted should be dialectic and reciprocal in nature (Malek, 2012).

Various forms of communication methods could be implemented. Lewis (2006) suggested resourceful and fidelity goal orientation approaches that informs how implementers should approach their change. The resourceful approach requires managers of implementers to adopt empowering methods of engagement where employees and other stakeholders participate and inform decision making process of change. While the goal orientation focuses on the achievement of the target of the change with little inputs from stakeholders. Lewis (2012) has stated that change implementers find it difficult to move from the goal orientation to resourceful orientation perspective to change. A merger is transformative in nature and it requires the change coordinators to forgo some of their traditional, authoritative leadership traits to achieve change success. The application of a resourceful approach to communicating change requires that the information being shared be credible, shared honestly, and should also be dialectic thus affording others the opportunity to respond. This would facilitate a problem solving approach that would continuously and positively reduce of anxieties and concerns of management and employees.

In the context of the case study, the approach followed has tildered strongly towards the goal orientation perspective. The adopted communication approach followed a combination of selective, open and political method of communication. Employees were engaged, given the opportunity to make inputs, however, feedback to the value of their inputs was kept ways from them. Eisenhardt (2013) stated that this practice is akin to unfair distributive justice to employees. The practice that became apparent from management's point of view is the possible fear of engaging directly with employees on practical implications of a change. It is for this purpose that Chidiac (2013) suggested that managers need to be empowered to challenge their authoritative conduct.

Another element of communication is that it should be reciprocal with the intention to gather information from the ground about the change. The information could assist in analyzing the driving forces of resistance and support for the change. Through a through engagement strategy, different and customized engagement strategies may be developed to address the specific issues for varied stakeholders (Agarwal, 2012). This approach recognizes employees as different people characterized by different needs of the same phenomenon. In the context of the case under study, the employer understood the needs of the

employees, union representative and management approaches to dealing with employees. However, it is apparent from the data that the employer engaged all the stakeholders, and unilaterally took change related decisions. The communication approached followed in this case study strongly indicated the fidelity goal approach to change.

Lewis (2012) stated that change programmes following this approach are more likely to fail, while Moore (1996) observed that change implementers realize the value of open and honest engagement after the change has failed. This realization tends to be expressed in terms of reversing the consultation or employee engagement aspect of the change. This bears testimony to the context of this study. The failure to take into consideration the inputs from employees and managers after the engagements sessions, led to employees declaring the change as having failed. In providing for redress, the employer, under the new leadership to recognized the weaknesses and instituted the task team to engage widely those who were aggrieved and reconsider changing the applicable intervention.

The author believes that the key success factor for this case study is that employees have galvanized their dissatisfaction through grapevine until the management recognize that they are being ignored before the merger. In responding to employees, management engaged with the intention to listen. Subsequently to the merger, employees were still not satisfied with the results of the change to which they made inputs. Collectively, they organized against the employer to ensure that their dissatisfactions are addressed. This reinforces Chidiac (2013) that employees could use their collective effort to influence management's' decision "that is called "the tipping point of leadership". This should serve as a reflection that ignoring employees may become costly to the organization if employees could be ignored. To the extent that management approaches change authoritatively, employees' unhappiness could drive the desired resourceful approach to change to be adopted in an organization. The author strongly believes that the implementation approach adopted for the preparation and implementation of the merger was not a success.

5.3. Lack of participation.

Communication and participation are closely linked activities in the change process, and defining one without the other depends on the approach one adopts. In this context participation is defined in terms of employees' involvement in, ability to voice or present contributions, in any forum of engagement, in a dialogical manner (Esposito, 2014), to influence the utility of their inputs in the decision making processes (Lewis, 2006) to achieve sustainable results (Chidiac, 2013).

To encourage participative engagement, the platform for communicating change should encourage and create a conducive environment for people to express their views (Lines, 2012). This also includes encouraging management to provide timeous feedback, including negative feedback. Eisenhardt (2013) argues that employees like to be given feedback on issues or decisions that affect them, as long as they are justified.

Chidiac & Eisenhardt (2013) emphasized that the process of participation should be fair and address the spiritual, social, economic, emotional and psychological needs of those affected by the change.

The employees were provided with the opportunity to make express their expectations of the change interventions (Lwazi, 2011). The decision making processes on the implementation of employees' expectations were not known (Participant C). A series of participative engagements by management were not dealing with change issues as they emerged. The issues that informed change interventions were not informed by the employees. The identified gap between employees' expectations and the decisions on the design of the change interventions was huge. Justifications for the decisions taken were not provided to employees, even if they were negative. This generated a lot of dissatisfactions from employees, and as well developed the sedated and negative views about change. The development of sedated views were as a result of the decision that affected employees' personal careers, jobs and economic status. As such the process of designing the change intervention did not consider the holistic views of those affected with no justification (Chidiac, 2013).

The interview data reflected that the symbolic approach to engagement was used to the disadvantage of employees. For example, the employer chose a selective engagement approach to request inputs with the intention to assess climate, and employees' inputs strategically to strengthen the achievement of determined change objectives (Lewis, 2006). This could be discerned through the employer's continued consultation with the union at the expense of the employees. Both parties had good understanding of the issues employees needed to know, yet kept it until the implementation. Office (CIPC strategic plan, 2013).

This symbolism was also reflected by overly rejecting the recommendations of the engagement sessions report (Lwazi, 2011). These symbolic approaches provide the employer with all the negative options to disregard employees' voice in the decision making process. It could be inferred from the interview data that the employer was more interested in the reputational and efficiency outcomes of the change strategy, i.e. the implementation of e-services, at the expense of the employees' interest. The data reflected that employees were interested in the efficiency outcomes of the employer change, however, not impressed with the approach employed, which disregarded their perspectives in many forms. In the firstly, unilaterally implement the structure without the satisfaction of employees and their unions.

Trade unions played a critical role in ensuring that the employer implements the provisions of the Labour Relations Act, as they relate to the implementation of the transfer agreement. Ahiauzu (2013) argues that the employer should establish formal forums where issues of mutual interests relating to change could be deliberated. It is clear from the data the employer and union representatives had reached an agreement on issues of mutual interests, which included restructuring, matching and placing, and the remuneration framework. However, the actual implementation of the change intervention flew in the face of the agreement. This outcome drew dissatisfaction from the union with regard to the unilateral change of the implementation process. The elements of participation, such as dialogical engagement, between the employer and the unions were partially implemented. However, the decision making and enforcing of the implementation of the change intervention became the sole responsibility of the employer. Lewis (2006) argues that a

change process that offers no room for engagement in the decision making process of change, characterizes an open, yet symbolic approach of participation.

It is appropriate to highlight another level of participation, which is the creation of a participative environment or climate between union representatives and its members or employees. The data indicates that while there seemed to be positive engagements between the employer and trade unions, the source of engagement seemed to be based on the legal implications of the change, rather than on employees' expectations and perspectives as reflected in the report (Lwazi, 2011), and other engagement sessions.

The important elements of participation namely, providing the platform to engage, inclusion in the decision making process and giving feedback were missing from the engagement process between the union and its membership. The gap was created for employees to actively participate and engage with the decision making processes by the employer and unions. The involvement gap created for employees during employer- union engagement encouraged the evolution of a belief in the grapevine (Marmenout, 2011). Chidiac (2013) argues that collective power of grapevine could erupt into a movement or action against the current undesirable status of change, Chidiac refers to this phenomenon as the "tipping point of leadership". The data reflects that this phenomenon became applicable when the employer reneged on the implementation of the agreed legal requirements of the change. On the contrary, data indicates that employees remained helpless in the face both the union and employer's lack of transparent and fair engagements. Eisenhardt (2013) argues that employees are likely to resort to make peace with the negative results of the change by requesting the management and unions the justification for the decisions made. Eisenhardt (2013) refers to this as "consensus by qualification" which is a passive and reactive in nature.

It should be noted that the positive implications of the principle of the "tipping point of leadership" becomes apparent when the unions react to the undesirable decision made by the management. In this context, the researcher believes that the unions may use the illegality of the employer's decision as the leverage to engage on a strike action.

A truthful participation should enable the stakeholders to meaningfully share their views for the benefit and sustainability of the organisations (Chidiac, 2013). To achieve that, activities for participation that promote co-creation, should encourage continuous sensing and consideration of both internal and external environmental issues. The implication of this approach is that any action or reaction from the employees should be considered as a critical input in the design and pursuit of change intervention.

The researcher believes that the change was a failure because both management and union representatives lacked the skills to meaningfully engage each other to sustainably further the interest of an organization in transition. Lewis (2006) confirmed that the failure to negotiate for change by union representatives is exacerbated by their greedy ambitions. As such they use engagement platform to pursue personal agenda, and such a conduct nullifies them as an appropriate conduit and decipher for employees interests.

5.4. Improvement interventions.

The identification of this theme was based on the realization, from the data, that the change implementation process was a failure. As indicated that individual employees may find solace, against their dissatisfaction with the unions and the employer, through the collective grapevine. However, the union may unite and leverage action against the employer to retrospectively improve the change intervention through the application of “tipping point of leadership” (Chidiac, 2013). In this regards, employees’ and union dissatisfactions from the engagement process of change triggered a process of redress. The data indicates that the union and the employer have instituted a task team to retrospectively engage employees on issues that were overlooked. According to Lewis, (2006) this is expected because the negative effects of not engaging meaningfully may not be realized at the time of the change. This outcome is a reflection of a continuous need to capacitate leaders about the value of implementing employee engagement strategies meaningfully (Chidiac, 2013).

Nielson (2012) pointed out that the best way to measure the success or failure of a change is through understanding employee’s experiences. These experiences would become the basis for identifying areas of improvement for future change interventions. The collective

data confirmed that employees were not happy and satisfied with the engagement process. The gap identified in the change approach adopted was based on lack of fairness, faithfulness, distributive justice and honesty in engaging employees and designing the change interventions. These weaknesses are in themselves reflect different opportunities for improving change implementation.

The collective analysis of data, from the literature and interviews, identified a number of shortcomings, which serve as the basis, for interventions to improve engagement processes in implementing change.

Lewis (2006) argued that most managers in organisations find it difficult to practice a resourceful approach to engage employees meaningfully to design change interventions. The below identified shortcomings confirm Lewin's (2013) assertion, and these would later be used to develop improvement interventions, contribute to generate the academic body of knowledge, improve and crystalize a learning process for the organization under study.

The purpose if this study was to explore the extent to which employees were engaged in the implementation of change. In this context the case study research design was chosen understand and explain employees' lived experiences on the engagement approaches followed in the implementation of change in CIPC. The results of the study identified reflected the following shortcomings in the practice of engaging employees for change:

- Lack of Widespread communication and information.
- Poor leadership coordination of the change process. Or poor planning for change.
- The incapacity of the union to negotiate in good faith and provide feedback honestly to employees.

5.5. Summary

The key issues emanating from this chapter is that leadership play as enabling role in facilitating the entire change process. The communication and information about change is not sufficient to employees are not provided with the opportunity to present their views. Leadership is key, however the use of power and authority that is embedded within the position could be the source of poor decision making. Transformational change requires influential leaders, who can influence people, at the same time they should be flexible to be influenced by the people they lead. Communication and participation is the tool that combines the people and their leaders to influence each other. Any possible disagreement represent an opportunity to develop a refreshingly different intervention. To the extent that the strategy that drives change within an organisations cannot be changed, wider consultation on the ramifications of the said strategy with stakeholders is critical. People are knowledge resources that should be tapped into for any decision that affect them. The more they are involved the more creative they would become in advancing the interest of the change.

CHAPTER 6. CONCLUSION AND RECOMMENDATIONS

6.1. INTRODUCTION

The precious chapter provided data analytical on the components of employee engagement approaches that were used in implementing change. The analysis provides an insight into the glaring and subtle challenges that undergird the adoption of such practices. In recognizing these challenges, it is pertinent to acknowledge that the change or the merge has been considered to have failed as far as employees are concerned. Key weaknesses the led to the failure were identified with the intention of proposing actions for improvement through further research.

The following areas of improvement in terms of the implementation of engagement strategies for change are worth noting for consideration for further research and exploration. These improvement actions may be suitable for any transformational change. However, since the case study was based on the merger, the areas of improvement would be related to change that resulted from the merger.

- Coordination of the change programme.
- Leadership's consideration of the in context. .
- The incapacity of the union to negotiate in good faith and provide feedback honestly to employees

These are the challenges that may have contributed to the failure of the merger under the study. The details of the specific recommendations would be highlighted under the recommendations.

6.2. Recommendations

The role of the research is an expedition of knowledge creation that hinges on challenges and undesirable practices. These practices entice the researchers to seek future solution by putting forth areas of interest for future research by academic and change practitioners. The following are the proposals for improvement on the challenges identified in the practice of employment approaches for Companies and Intellectual Property Commission.

6.2.1. Coordination of the change programme

The role of communication for the preparation of the merger should start from the time the policy or strategy implicating changes commences. This requires that, in the context of the Department of Trade and Industry, the entity that would be responsible to implement the policy should directly involve in the policy development process. The establishment of the task team to prepare for the merger would have to be constituted of the policy makers and the administrators of the policy.

In the context of CIPC merger, the DTI had initiated the coordination process by appointing a service provider to integrate the two units. It appears that the support was short-lived after the appointment of the new leadership. This should have been continued to provide support such as: developing a communication programme to address management information needs, employees' information needs about the policy direction and intention to have automated company registration. The information sharing would cause lots of concerns and insecurities. These would require a different set of engagement that is more participative and engaging. Employees would be provided with the opportunity to participate, and issues would be categorized according to similarity. These would be the basis for differentiating the engagement strategies. Thus, a focus group of employees with similar concerns could engaged separately so that they collectively agree on interventions appropriate to their concerns. This is contrary to a blanket open approaches where all employees are involved, but few people participate.

6.2.4. Leadership's direct engagement with employees.

When preparing for change, the leaders of the organization should engage the employees directly, and not defer the responsibility to the trade union representatives. Direct communication would empower the leader to gain confidence in dealing with employees' issues directly. Having the desired results in mind, understanding employees' expectations would give the leaders an understanding of the scope and timing of the change, than to rush for the desired results at the expense the stakeholders. The gap that separates the employees and leaders could be that the leader focuses on the results of the strategy or policy, while employees are focusing on the details of the operations. Leaders' direct engagement with employees assist in bridging the gap, and facilitate the development of appropriate change interventions.

Continuous sensing of the environment

The provision of information about the need and urgency of the change is not sufficient to achieve the intended results. The internal environment of the change is constituted of dynamic people who react to the change based on the emergence of other issues. Some emerging issues may trigger resistant feelings among the employees, especially if such would affect their perceived benefits from the change.

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Annexure A: Interviews schedule 17 March 2016

FOCUS

Group 1	**17 March 2016** **Time**
Focus group A	**10H30- 11H30**
Group 2:	11H30 – 12H30
Employee B	
Jane Mavuso	
Group 3: Tomorrow 18 March 2016	**9h00- 10h00**
Employee C	
Group 4:	**10h30 – 11h30**
CIPC union REPRS	