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To explore the relationship between organisational restructuring and organisational culture at MES.

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To explore the relationship between organisational restructuring and organisational culture at MES

A report on a research study presented to

The Department of Social Work

School of Human and Community Development

Faculty of Humanities

University of the Witwatersrand

In partial fulfilment of the requirements

For the degree Masters of Arts in Social Work

By

KGOMOTSO FAITH MANGOLELA

March, 2014

DECLARATION

I, Kgomotso Faith Mangolela declare that this research report is my own unaided work. It is submitted in partial fulfilment of the requirements of the degree of Masters of Social Work at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree of examination in any other university.

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KGOMOTSO FAITH MANGOLELA

17th March 2014

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ABSTRACT

Rising global competition, the influence of advances in information technology and the financial status of companies are some of the imperatives that force organisations to restructure. In South Africa, the situation is even more compelling, with the recent economic situation of the country that requires companies to implement certain restructuring programmes designed to encourage sustainability organisation. These changes, however, do affect organisations and employees. It becomes critical that organisations implement it carefully, if they are to survive. This research has attempted to explore the relationship between organisational restructuring and the organisational culture at MES. A qualitative research approach was used for this study; a non-probability sampling namely purposive sampling was used for the purpose of this study. The main findings have presented that the organisational restructuring processes at MES have influenced positive organisational culture within the organisation. Communication, interactions and relationships have increased amongst the employees since the organisational restructuring at MES. The research study hopes to influence the policy making processes regarding change and restructuring within MES. The study would contribute towards Occupational Social Work literature on organisational restructuring, organisational culture and Change Management.

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Key words: Organisational restructuring, Organizational culture, Change Management.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Change and restructuring within organisations is becoming a necessity. The phenomena of structural change have been evident in organisations throughout South Africa. Restructuring in organisations seems to be a universal trend throughout the world. Politics, technology and the economic factors contribute to the need for change within organisations. According to the researchers of organisational development one out of every ten organisations has experienced an organisational change within the past three years (Bagraim, Potgieter, Viedge & Werner, 2003).

Technology has contributed significantly in the work industry, thus influencing change and restructuring within the organisations. According to organisational development theorists, the new technology has brought better ways of operations within organisations (Paton & McCalman, 2000). This has contributed to the process where employees are introduced to a computerised system of working; therefore there is a need for new skills and reshuffling of the workforce.

In the past few years a lot of changes had to happen within organisations due to the economic meltdown that took place globally in 2009. The world went through a recession where a lot of people lost their jobs while others had to move to other fields of employment thus encouraging new structures within organisations. This change in structure had given organisations a new identity. Research has shown that once firmly organized, an organization tends to assume an identity of its own which makes it independent (Bagraim at al, 2003).

In South Africa, politics have also impacted directly on the operational strategies of organisations. The operations are guided by the policies within the organisations. Thus, successful organisations respond intelligently to factors which precipitate change which include management policies and structural change, thus change is a dynamic alarming procedure (Bagraim at al, 2003).

The reason for conducting this study was to explore the relationship between organisational restructuring and organisational culture within MES with a view of enhancing policy making processes regarding future changes within the organisation. The study will be useful in assisting MES to develop good policies on future restructuring processes which will involve more consultative steps preventing low staff morale and improve staff productivity.

1.2 Problem Statement

In recent years restructuring has been implemented in organisations in response to the recession that has struck the world globally. The world went through a recession where a lot of people lost their jobs while others had to move to other fields of employment. As a result new structures within organisations are formed, giving the organisations a new identity as an entity. Change and restructuring within organisations become necessary and inevitable because of financial instability. Globalisation is the key factor that has influenced change and restructuring in organisations. According to economic expert's globalisation is the process of connecting the world through technology, politics and economics (Hofmeyr, 2009).Therefore this process encourages change and innovation within organisations.

Restructuring in organisations seems to be a universal trend throughout the world. It is viewed as one of the strategies that organisations utilise to deal with the harsh realities of globalisations (Harvey, 2000).The characteristics of globalisation i.e. technology, economy and politics are the factors contributing to change and restructuring within the workplace environment (Makawatsakul & Kleiner, 2003).Organisations are exposed to situations where there is a need for a change and restructuring due to these factors.

There are factors which need to be considered for the change and restructuring process to be successful. Research has shown that the change has to be managed. Change management has been developed as strategy to ensure that organisations go through a smooth change and restructuring process. Change management was developed to assist managers and decision makers to follow a certain pattern or steps when engaging in any restructuring within the workplace (Galinsky & Bond, 2009). According to Kotter (2011) change management is a set of tools and mechanisms that are designed to

ensure that the change is controlled and sustainable. It entails good communication processes, engagement with the employees and on-going consultation with the employees. Through the implementation of change management, research has shown how the strategy enables the stability of organisations even after the process of re-structuring (Harvey, 2000).

Change in organisations directly impacts on the workforce which is the employees involved in that environment. The impact can be financially, socially, emotionally and psychological (Kotter, 2011). The financial impact is experienced by the employees through the retrenchment and lay off processes. These processes are implemented during the change and restructuring within organisations. The employees are faced with the difficulty of loss of income or even pay cuts. Work transition theorists highlight the fact that feelings of loss of control over the situation and uncertainty caused by the loss of income causes severe stress reactions on the employees (Allen, Freeman, Rusell, Reizenstein & Rentz, 2005).

The change and restructuring processes impact on the relationships within the work-place and on the family system. The employees react differently to the new environment brought by change and restructuring within organisations. As a result these processes impact on the communication and relations within the workplace (Johnson & Scholes, 2002). Inadequate communication within the workplace affects the work culture. The workforce set the tone for organisational culture. The culture within organisations is influenced by the employees, thus the productivity levels have a direct effect on the culture within the organisation. Studied done by theorist of Sociology of work have shown that loss of income has a negative impact on the individual and the family system (Allen, et al. (2005). These negative effects include occupational stress, absenteeism, depression and dysfunctional family relations.

The emotional impact of the change and restructuring with organisations is directly linked to the financial and social effects of the processes. Employees tend to be insecure and uncertain when an organisation is going through change and restructuring. Thus, the emotional instability of the employees affects their productivity levels. Research has shown that low staff morale and job insecurity reduce the productivity levels, and this has an effect on the profits of the organisation (Cascio, 2002).

Psychological theories have proven that change affects people differently whether it is positive or negative but it has direct consequences to human mind. Therefore these consequences contribute to the productivity levels of the employees and the culture within the organisation. Anderson and Anderson (2002) emphasised that employee readiness for change has a huge impact on the processes of change. They have shown that in order for the restructuring process to have a positive impact on the employees, proper procedures like consulting and communicating with the employees have to be followed. Organisations must invest a lot in such programmes because failure to do so tends to have a negative impact on the stability of the workforce.

Studies in psychology have shown that change has severe psychological influence on an individual and therefore will have an impact on individual's productivity and the organisational culture (Myron & Shuler, 2001). Therefore the purpose of the study was to understand how changes and organisational restructuring affected the organisational culture at MES.

MES has been involved in a number of restructuring processes in the past two years due to the financial instability within organisations, change and restructuring become necessary and inevitable. Globalisation and Recession are the key factor that has influenced change and restructuring within MES. Organisations are exposed to situations where there is a need for a change and restructuring due to expansion or reduction of the number of the employees (Makawatsakul & Kleiner, 2003). MES has been faced with the challenge of staff reduction in order to sustain its existence.

When an organisation is going through change and restructuring, there needs to be factors considered in order for the process to be successful. Research has shown that the change management is a continuous process in which assist organisations in ensuing that employees are involved in all the steps of the change process (Galinsky & Bond, 2009). These mechanisms are crucial in any change or restructuring within organisations. Through the implementation of change management, research has shown how the strategy enables the stability of organisations even after the process of restructuring (Harvey, 2000).

A change in an organisation's functional resources such as, organisational structure, culture and technology requires an improvement in the value of their functions. The change in technological capabilities of an organisation focuses on modifying the existing technology systems in order to increase the productivity of the organisation (Harvey, 2000).

The culture within organisations is influenced by the employees, thus the interaction between staff members has a direct effect on the culture within the organisation. At MES, changes in the organisational structure have influenced the relations, communication and trust of the staff members and this directly impacted on the organisational culture. Research has shown that low staff morale and job insecurity reduce the productivity levels, and this has an effect on the profits of the organisation (Manzoor, 2012). The organisational restructuring process within MES has affected the trust and created job insecurity amongst the staff members.

1.3 Rationale of the study

The aim of the study was to explore the relationship between organisational restructuring and organisational culture at MES. The study will assist MES to do their restructuring process in a more consultative manner thus preventing low staff morale which results in a negative organisational culture which impacts on the productivity. Research has indicated that negative productivity leads to a decrease in profits (Myron & Shuler, 2001). Reduced productivity levels in organisations influences inability to sustain it, thus resulting in bankruptcy.

This study would assist the decision makers within MES to consider certain factors when considering restructuring. It will encourage them to follow the change management principles. These principles assist organisations to have positive results during and after restructuring. The study will add value to the organisation with regards to policy making regarding organisational restructuring for future purpose, thus the findings will help in formulating good employee programmes in response to change processes within MES.

The researcher developed an interest in this phenomenon of organisational restructuring because of the on-going process within her place of work and in the surrounding

working environment. There is theory available that focuses on how the process of organisational restructuring affects employee's productivity levels and the organisational culture (Jones, 2007). A lot of literature is readily available regarding the processes of structural change and how to manage it, but a lot of literature still needs to be developed with regards to the South African context. Thus, as a professional social worker interested in the wellbeing of people in the workplace, the researchers' interest is also exploring ways in which the profession can contribute in filling this gap.

The researcher believes that the study will add value to the change management literature as it is still fairly new to the South African Occupational Social Work field. The findings will assist managers to critically engage in the change management strategy throughout the change process. There are studies conducted in South Africa related to organisational restructuring and organisational culture the study will contribute to the literature on the above mentioned concepts.

1.4 The purpose of the Study

The purpose of the study was to explore the relationship between organisational restructuring and organisational culture at MES. The study further looked at recommendations from the employees regarding processes to follow in future restructuring processes within MES.

1.5 Brief overview of Research Design

The research study used a qualitative research paradigm. This paradigm aims at understanding social life and the meaning people attach in their everyday life (Mouton, 2001). In using the qualitative research paradigm, the researcher was able to understand the employee's experiences in relation to organisational restructuring. This study specifically used the exploratory design. Mouton (2006) highlights that exploratory design is directed towards exploring and understanding a specific event. Through this design, the researcher was able to explore the relationship between organisational restructuring and organisational culture at MES.

1.6 Research Tool

The research sample consisted of 12 employees from the Health Unit at MES. The participants were recruited using non-probability sampling namely purposive sampling (Rubin & Babbie, 2010). Semi-structured interviews were used for data collection; the interview schedule consisted of open ended questions. The researcher used the thematic data analysis for the analysis of the data.

1.7 Limitations of the study

The study was based on qualitative approach. The study involved personal views of the participant. Therefore it can be subjective and cannot be generalized to different contexts. The degree to which the sample is representative of the total population is limited because the study only focused on the Health Unit while there were other organizational restructuring processes in other Units.

1.8 Structure of the Study

Chapter One is an introduction, explaining the rationale of the study, problem statement, methodology and the limitations of the research.

Chapter Two deals with the literature background focusing on organizational change, organizational restructuring, organizational culture and approaches to change management.

Chapter Three focuses on the methodology used which includes research approach and how data was collected.

Chapter Four presents the collected data and the research findings that emerged from the study.

Chapter Five summarizes the main findings, draws conclusions from the findings and makes recommendations for MES, Occupational Social Workers and future research.

1.9 Definitions of Key Concepts

Organisational Restructuring- refers to any major reconfiguration of internal administrative structure that is associated with an intentional management change program (McKinley & Scherer, 2000).

Organisational Culture- refers to the visible and less visible norms, values and behaviour that is shared by a group of employees which shape the group's sense of what is acceptable and valid (Erasmus, VanWyk & Schenk, 2000).

Change Management- refers to a planned organisational change (Kotter, 2011)

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will provide the conceptual framework that forms the basis of the study. It provides the insight into what is meant by organisational restructuring, organisational culture and change management. It also outlines the experiences of the employees regarding change.

2.2 Organisational Change

Burnes (2000) describes organisational change as messy and repetitive. The following form the foundations of all organisational change, the history of the organisation, the present state of the organisation and the anticipated future state of the organisation (Cascio, 2002). Change in organisation purpose and strategy in the context of changing business environment necessitates revising its mission statement.

Kotter (2011) emphasises that before change can take place there needs to be a sense of urgency with respect to the need for change. The need for change needs to be identified and established thus it needs proper planning and dedication for it to be positive. Organisations adapt to change by restructuring. This includes transforming their structures, re-engineering business processes, and changing their cultures. In working environments, this means that individuals must either unlearn the old ways of doing things and develop new competencies or move out of their jobs (Kotter, 2011).

The idea is to make the organisation more flexible and competitive, but this unfortunately, tends to happen at the expense of employee security and career prospects. In light of this, the aim of this chapter is to provide the conceptual framework that forms the basis of the study. The literature review will provide an insight into organisational change /restructuring, how it relates to the organisational culture and the concept of change management.

Change may take place at three levels: micro changes that people face in their personal lives; organisational changes: those changes in the institution that influence people's lives; and macro changes that significantly affect people, communities and societies. Jones (2007) clarifies organisational change as a process where the organisations move from their current state to some desired future state to increase their effectiveness and productivity. The rapidity of change that is taking place in the social, political and economic environments is creating marked impact on organisations as well as on individuals (Jones, 2007).

Change is an ever-present feature of organisational life and literature indicates that the pace and extent of change has increased in recent years (Burnes, 2000). A survey undertaken by the Institute of Management in 2010 found that 70% of respondent organisations have experienced some change process in the previous two years in South Africa (Statistics South Africa, 2013). These findings illustrate that most organisations and their employees have experienced, or are experiencing substantial changes over a short period of time. Therefore, organisational change process is never simple and straight forward.

To plan realistically a company needs to analyse what it is presently and what it should be and how it must change the context of business environment in which it intends operates. This change in turn requires new levels of adaptation for individuals and organisations in order to continue to exist (Bansal, 2007). The individuals and organisations that are more adaptable are more likely to cope and vice versa. Another important factor is the accelerated pace of change which is characterised by more unfamiliar situations that individuals and organisations must face.

Organisational change is a planned change. One of Kurt Lewin's key contributions is his model of change (Bansal, 2007). According to this model, successful change involves three steps. The first step involves unfreezing the current or the present work environment. Unfreezing the present highlights the importance of looking what the organisation has or is at the present that particular moment. This model highlights that before any new environment or procedures within the organisation, the old ways need to be discarded. The unfreezing step involves reviewing the current position and this is accomplished by exposing that the current ways no longer appropriate and suggesting

that new innovations are necessary (Levasseur, 2001). This is the point at which the work of examining the existing system and developing the new system gets underway. This stage is very crucial because it guides the change process. It also highlights how to minimize barriers to change and increase the odds of a successful change effort.

The next step engages the change process itself. It focuses on moving in to the new level. This step is crucial as involves stepping into the new environment and experiencing the change. According to Guha, Grover, Ketting and Teng (1997). The process of decision making within the organisation becomes key at this stage. They clarify that how decisions are made during organisational change contributes to the success of the change process. As important as this step is, it is not enough by itself to ensure success. Steps two and three of the model tell us what else we need to do.

The next stage of the change process involves moving to the new level. It involves acting on the outcomes of the unfreezing stage. Analysing the present situation and identifying alternatives requires selecting the most appropriate action in order to bring the change within the organisation. The final stage which is the refreezing stage seeks to stabilise the organisation at a new state or in a new and changed environment. This process includes cultural reinforcement to create new norms and behaviours within the organisation. (Burnes, 2000). Successful refreezing requires a commitment to remain actively involved until required new behaviours have replaced those that existed prior to the change (Levasseur, 2001).

The refreezing process entails bringing stability back and adjusting to the change process that has occurred. Successful refreezing requires a commitment to remain actively involved until required new behaviours have replaced those that existed prior to the change. This does not happen overnight or without on-going support to the organization attempting to institutionalize the change (Levasseur, 2001).

This model of change highlights that commitment towards the change and adaptability is a gradual process. Therefore, the involvement of the employees is crucial and a catalyst to the any organisational change.

Burnes (2000) argues that a comprehensive planned change model was developed based on the review of over 30 change models. The model describes change in terms of two

dimensions. Firstly, the change phases which are distinct stages an organisation moves through as it undertakes planned change. In addition to that, the change processes which are methods used to move the organisation from one stage to another.

2.3. Approaches to Change

2.3.1 The Emergent Approach to Organisational Change

The planned approach to organisational change dominated the theory of practice of change management in the early 80s. Two main approaches emerged from this school of thought. The emergent approach was developed because of its emphasis on the bottom-up and open- ended change (Burnes, 2000).

The emergent approach maintains that organisations are open to systems, which operate in unpredictable conditions over which management have less control. As a result, the identification and management of change is the responsibility of everyone in the organisation. Both the managers and the employees are seen as willing to take responsibility for implementing change (Burnes, 2000).

This approach looks at change as a bottom up process rather than a top down process. Organisations are therefore required to capacitate and empower their employees to make the changes sustainable. According to Burnes (2000) the success of the change process depends on the detailed plans which are made before the change process. The emergent approach focuses on the five features of the organisation, which either promote or obstruct productivity. The organisational structure, behaviour, culture, learning and power are features which highlight the identity of the organisation.

Handy (1995) describes organisational structure as the pattern of hierarchical authority and responsibility within an organisation. Thus, a dynamic work environment encourages organisations to adapt to less hierarchical structure in order to create harmony within organisations. The emergent approach expects managers to operate as leaders and coaches and be able to bring change to teams and groups by bringing teams together and motivating groups (Burnes, 2000). Contrary to this approach, the conventional approach views managers as controlling employees .The style of management by superiors within the organisation is referred to as the organisational

behaviour. This feature is catalyst to any organisational change processes (Handy, 1995).

The emergent approach establishes the critical importance of politics and power issues within an organisation and the need to it to be managed. The support of management, labour unions and the workforce identifies the significant role of organisational culture in change processes. Erasmus, VanWyk and Schenk (2000) describe culture within the organisation as the unique identification of the business in terms of its history, values, assumptions and behaviours. The essence of sustainable change is to understand the organisational culture. Organisational learning plays a key role in preparing people for change. Involving employees in the change process assumes an open debate and criticism, which in turn can create pressure on management to address fundamental questions about the direction and purpose of the organisation. Therefore, rather than putting pressure on the employees to change, the reverse occurs (Clark, 1994).

The emergent approach views organisational change a process based on the assumption that all organisations operate in dynamic and unpredictable environment. Clark (1994) argues that although this approach emphasises the importance of process, it tends to ignore the role of the change agents. As a result, its recommendations on the change management tend to be difficult to apply on daily basis (Burnes, 2000).

2.3.2 Contingency Model

A contingency model has been recommended as an alternative to the emergent change approach. Dunpy and Stacey (1993) propose that an alternative to the emergent change approach is a contingency model. This model allows approaches to change to be matched to the environmental conditions and organisational constraints.

The contingency model highlights two critical dimensions to change. The style of leadership required to bring about change. There are different styles of leadership within a work environment. Dunphy and Stacey (1993) argue that a collaborative and consultative style of leadership is needed to initiate the process of repositioning the organisation. As well as, the scale of change needed to bring the organisation back into fit with its environment. The scale of change varies from just fine tuning to a corporate transformation (Dunphy & Stacey, 1993).

The effectiveness of organisational change efforts depends on the consultants and managers because they need to be considerate when designing change programs and consider a range of options available to them.

2.4. The Employee's Experience of the Organisational Change

2.4.1 The Coping Cycle

The change process has a life cycle, which involves stages of growth, maturity and decline. According to Carnall (1990), in response to change people go through a predictable pattern of response. The coping cycle was developed as a model to illustrate the link between employee self- esteem and performance during a change process.

According to this model, performance during change process is affected in three different ways (Carnall, 1990). Firstly, it is the learning curve effect; people build their performance through learning. Secondly, it's the progress effect, new are implemented to improve performance. Lastly, the self- esteem effect, organisational change creates a decline in self-esteem.

The coping cycle model assists managers to understand employee's emotions and experiences during organisational change, as well as to identify practical ways in which management can address the problems of coping amongst the employees (Carnall, 1990). Employees may be overwhelmed especially in a case of retrenchment. Management is required to minimise the immediate effect of change to allow employees to come to terms with the new reality. These experiences can be linked to the denial stage of coping. This step is the initial stage in which the employees develop a coping mechanism towards the change process (Clark, 1994).

The resistance behaviour towards the change process tends to create space required for people to deal with the change. Dealing with the reality of a loss of income tends to trigger negative behaviour on the employees (Clark, 1994). It is a phase or step towards facing new work environment brought the change process. The discarding process seems to be influenced by a sense of acceptance of the change. This process increases self-esteem and helps employees to rebuild their self-worth. The last stage of the coping cycle is the internalisation stages. This stage involves coming to terms with the new

work environment which leads to an increase in self-esteem and performance (Clark, 1994).

2.5. The Survivors

According to Rice and Dreilinger (1991) the employees who remain behind after an organisational change are referred to as "survivors". Retrenchments are not only traumatic experience for the terminated employees, but also those who remain within the organisation (Rice & Dreilinger, 1991).

The most challenging task that management face after organisational restructuring is helping the employees who remain behind. The experience is also traumatic for them and they display the following reactions: low morale, lack of productivity, mistrust towards management and excessive caution (Rice & Dreilinger, 1991).

Management needs to be more understanding of the reactions of the survivors. They need to assist them to adjust. Giving attention to survivor's feelings and demonstrate concern towards the well-being of the employees. Rice and Dreilinger (1991) also acknowledge that management also experience similar reactions thus they also need to deal with their own feelings regarding the organisational change.

2.6. Employee's Resistance to Change

Jones (2007) asserts that people a generally wary of change, thus they tend to respond negatively towards organisational change. The resistance to change is usually caused by the fear of losing control over one's work. Employees resist change because they have developed certain habits and work patterns within their workplace. If an employee assumes the traditional way of executing their duties, then they are afraid that change will show their vulnerability. If the change is likely to be inconvenient, make life difficult, reduces the employee's freedom and results in increased control, then there employee will resist the change. Change can also be resisted if it will impact the financial viability of an employee though reduction in remuneration.

McNamara (2008) states that employees usually resist change because they perceive the change in their own way and develop their own interpretations of the reality. Another reason employees resist change is that they have developed certain habits in particular

situations. On the other hand, individuals are less likely to oppose change if they perceive that they will benefit greatly from the change (McNamara, 2008).

Survivors often feel a need to blame someone for the employee layoffs and management and poor communication are the natural targets Allen et al (2004). The reality however may be that no amount of open and honest communication will be perceived as enough, and the post layoff workplace is likely to be characterised by constant complaints of poor management communication (Castro & Martins, 2010).

According to Jones (2007) resistance to organisational change can articulated to the organisational culture. Once an organisation has developed a way of doing things, it is not easy to bring about change because culture is built over a long period of time. McNamara (2008) further highlights that if the organisation's culture is one that encourages flexibility and is thus accommodative to new ideas, and then change will be accepted more easily.

2.7. Organisational Restructuring

McKinley and Scherer (2000) define organizational restructuring as any major reconfiguration of internal administrative structure that is associated with an intentional management change program. Osterman (2000) identifies three interrelated sources of organisational restructuring, namely, mergers and acquisitions, downsizing (retrenchments) and privatisation.

These sources have common attributes in that they are all induced by economic recession and by the endeavours by organisations to continue to exist, and enhance productivity. Moreover, they all have a serious impact on both individuals and organisations that may require psychological practice and intervention. These developments in turn do adversely impact on employee performance, commitment to work and their physical and psychological wellbeing (Osterman, 2000).

The most common challenge of organisational restructuring is that it requires workflows to be reorganized and appropriately aligned. It also require staffing levels to be altered so that an appropriate level of resources can be maintained in a corporate structure capable of rapid response to changes in the marketplace (Kotter, 2011). Organisations

need to devise strategies to effectively counteract the potentially negative effects of these situations.

The restructuring process itself poses serious challenges for these organisations as it has the potential to create a lot of uncertainty amongst staff if it is not properly managed (Cascio, 2002). Organisations need to manage this process with minimum pain and disruptions that may adversely affect the operations and the employees.

Organisational restructuring within organisations can occur in a form of retrenchment or layoffs. Retrenchment can be defined as planned workforce whereby the services of employees are terminated in order to safeguard the financial or economic viability of the organisation (Manzoor, 2012). The retrenchment process has a financial effect on the employer and an emotional effect on the employees. The employees have to deal with their emotions regarding their loss of employment. Studies done by theorist of Sociology of work have shown that unemployment has catastrophic consequences for the individual and the household concerned (Jones, 2007). While the organisations are affected in terms of the operation processes and profits.

The effects of the retrenchment on the workers directly affect their families and the community at large. The extent of retrenchments is felt by not just the individuals but the community as a whole (Manzoor, 2012). Retrenchments and layoffs affect the worker's attitudes and the productivity within the organisations (Manzoor, 2012).The work transition theorist found out that feelings of loss of control over the situation and the uncertainty caused by the possible loss of their own jobs cause severe stress reactions in the survivors of retrenchment (Osterman, 2004).

For the retrenched staff members the cost of job loss is very massive on their personal lives. Studies in Psychology have shown that unemployment has both economic and human influence on an individual (Myron & Shuler, 2001). Unemployment is a stressful state, those affected by retrenchment often experience bitterness, anger, shock and disappointment. In addition to the sharply reduced living standards, they tend to experience various mental problems of distrust and psychological depression. These psychological symptoms are sometimes associated with severe family problems, including divorce, suicide and substance abuse (Myron & Shuler, 2001).

On the other hand, organisational restructuring can contribute positively towards the growth of an organisation. According to Myron and Shuler (2001) planned organisational restructuring can assist in getting individuals, teams and organisations to function better which can improve organisational performance.

A second fundamental factor is that changing the culture, processes, relationships and ways of performing tasks within team can be a way to achieve permanent and lasting improvement in the organisation (Burnes, 2000).

2.8 Organisational Culture

Organisational culture is the visible and less visible norms, values and behaviour that is shared by a group of employees which shape the group's sense of what is acceptable and valid (Erasmus, VanWyk & Schenk, 2000). According to Paton and McCalman (2000) culture has been argued to be important in organisations and many authors asserted that it mainly functions as an asset in organisations. It has been argued that culture and/or the lack thereof has an effect on the successes or failures of organisations.

Culture identifies what is important in the external environment, thus organisational culture is seen as something that may be influenced, managed, changed and manipulated and in turn it can change and manipulate members and features of the organisation (Paton & Calman, 2000). In an event of restructuring the culture of the organisation plays an important role because it is the basis for ensuring that the change is accepted and the work environment is conducive for the employees. It is the role of the management to create an enabling environment.

Kotter (2011) defines corporate culture in short and simplest terms as the way things are done in an organisation. Corporate culture is manifested in the values and organisation's philosophies that organisation's leaders practice and become apparent in the attitudes and behaviours of employees. McNamara (2008) further highlights that corporate culture is an ordering\characteristic that is reflected in the employees attributes and understanding. Culture in the organisation includes policies and practices implemented, and are frequently described as a deep, less conscious set of meanings about the context of work in organisation.

Corporate culture is a very powerful force that resides within every organisation, and it has many powerful attractions as a lever for change, and these forces are powerful because they operate outside of organisation's awareness. McKinley and Scherer (2001) support Carnall (1990) declaration by mentioning that culture is indeed a powerful set of forces that determine human behaviour and is known for defining people's behaviour and how organisations get things done either in positive or negative ways.

Organisational culture impacts on the communication links and relationships within the organisation. It is for that reason that communication becomes one of the cornerstones of a successful organisational restructuring. Effective communication with employees plays a vital role during the restructuring period of any organisation as it helps to properly inform the employees about the changes. This helps to remove the uncertainty and allay fears amongst employees and therefore may overcome any resistance that may result thereof. (Cascio, 2005).

Cascio (2002) highlights that an open and on-going communication is critical to successful organisational restructuring efforts. Most of the change management experts emphasise the role of communication in directing the structural change within an organisation. It is a vehicle for successful change because it clarifies the new or the expected roles and positions of the employees within the organisation thus there will be less tension and conflict between the management and the employees.

Communication and relationships are intertwined, thus good communications enhances good relationships. In an organisation there is a need to have healthy relationships between the employees themselves and also the organisation. Strong and positive relationship and bonding should be created and maintained between employees and their organizations (Manzoor, 2011). In recent studies on change management communication has shown to be a catalyst to successful restructuring. There needs to be good procedure in keeping employees abreast of changes as they occur as this will assist in making them feel incorporated in change.

There has been considerable evidence to suggest that those staff members who remain within an organisation after significant downsizing often experience the adverse effects of change as profoundly as those who have left (Cascio, 2002). This has a serious

impact on both individuals and organisations that may require psychological practice and intervention. Employees most often feel develop insecurities as they fear future job losses. According to Manzoor (2001) after any restructuring staff members fear future change, thus they become less flexible and over depend on traditional way of doing things thus inhibiting creativity.

Literature provides sound evidence that organisations which have the most success in maintaining employee commitment following downsizing tend to be those that plan in advance, communicate openly and regularly with the staff throughout the entire process (Levasseur, 2004). According to Kaplan and Norton (2001) downsized organisations aiming to ensure employee commitment need to overcome the adverse response of survivors that often negatively orientated towards them.

2. 9 Change Management

Change management is any action or process taken to smoothly transition an organisation from the current state to a future desired state of being (Jones, 2007). Throughout the implementation, the programmes for change must be monitored and evaluated in order for them to be effective. This means that the change programmes must be flexible so that they can be adjusted when necessary during the implementation. If the change management process is carried out well, it should lead to organisational improvements (Kotter, 2011).

During change management initiation stage, managers should invest much of their time in facilitating change and supporting employees through training, offering emotional support, and also motivating them with incentives. This step involves having honest conversations within the organisation and identifying potential threats while developing. Guha, Grover, Kittinger, and Teng (1997) acknowledge that when managers offer support and understand employees' point of view, it helps maintain employees' loyalty and calm their fears during change periods. In response to management support for change, there are however dynamics that confront management.

The formation of the change management teams can be labelled as the formation of powerful coalition stage of change management. In this step the management team needs to convince the staff that change is evitable and is necessary. This step often

requires strong leadership and visible support from the employees (Guha et, al, 1997). The management's ability to be competent leaders contributes in the change management procedures. Kotter (2011) identifies the need to determine the values that are central to the change while creating a strategy to execute the vision for change as strength for any change management models. The change agents are inclined to use strategic planning methods as part of managing the change.

Communicating and engaging with the employees about the organisation's change vision assists in reducing fears and resistance towards the change process. Removing obstacles towards the change assist managers to put in place the structure for change while checking for barriers. Nixon (2004) maintains that setting short term achievable goals is crucial in order to encourage progress towards change. This process creates short term wins towards the success of managing the change process. This step allows little room for failure, success is always celebrated thus it encourages positive change processes. Kotter (2011) argues that building on the change requires setting goals to continue building momentum on achievements. Change Management theory highlight the fact that anchoring the changes in corporate culture is critical to make change successful within the organisation. The change should become part of the core business of the organisation. It requires a continuous effort to ensure that the change is seen in every aspect of the organisation (Kotter, 2011).

There are principles that were developed for change management because employees have to adapt to the changes within the organisation thus these principles drive the employee's attitudes, perceptions and commitment to change (Kotter, 2011). The willingness to accept and openness towards the change assist the employees in adapting to the new environments. In a research study that was done on African countries on the issue of change in NGO, the willingness has been proved to be a catalyst to positive change (Levasseur, 2004). Fear of the unknown regarding the future within the workplace has been found to be the main block to change.

The issue of trust and becomes very prominent between the management and staff. If survivors do not trust the top management are competent and honest with staff through-out the downsizing, they are likely to withdraw from the organisation or respond in other destructive ways (Kriel, 2007). The management needs to be more supportive and

understanding towards the employees in order to harmonise the relationship. Castro and Martin (2010) however believe that those who survive the structural adjustment and personal experience of job displacement will once again give their organisation their trust and commitment.

Change management programmes are identified as planned change programmes because of the steps undertaken when applying the steps. Nixon (2004) the change management highlights the fact that there should be a planned manner of managing the change, thus a model on the change management process needs to be developed. An effective change model needs to identify the factors determining the change. Harvey (2000) illustrates the success of a change management models utilised in the NGO setting. The main feature that contributes to the success of those models is their ability to pinpoint the factors influencing the change within the organisations.

The success of change model will depend on many factors. According to Nixon (2004) organisational culture is the main factor. Therefore, an analysis of the organisational culture is crucial before embarking on a change management programme. Depending on the approach of the change management processes, expected outcomes might include increased productivity, improved communication, improved staff morale, increased participative planning and decision-making, increased job satisfaction and improved reward systems (Nixon, 2004).

2.10 Change Management Strategies

Kaplan and Norton (2001) define strategy as the unique and sustainable ways in which organisations create value. Therefore, form this definition of strategy it can be understood that in order for organisations to create value to their employees they must possess a unique way of conducting business. There are different strategies for change management and these include amongst many of them, the introduction of Total Quality Management, Performance Prism Value Management and Business Process Reengineering. The type of change also influences the appropriate strategy for change (Kaplan & Norton, 2001). Each strategy has a different approach and yields specified results.

Kaplan and Norton (2001) argue that he approaches of change management strategies are either evolutionary or revolutionary. The Business Process Re-engineering (BPR) strategy is evolutionary because is it aims at improving by means of effectiveness and efficiency of the processes that exist within an organisation. In spite of its success, this strategy has been criticised for overly trusting in technology solutions which often disregards the employees (Nixon, 2004).

While, the Total Quality Management (TQM) strategy is more revolutionary because it embraces a set of beliefs and principles designed to empower and continually improve organisational processes. Critiques of this strategy emphasis that it is not that the technique is failing but because the challenges of implementing the technique are underestimated. Management needs to plan and engage change management strategy with reference to the particular needs of the organisation (Kaplan & Norton, 2001).

2.11 Theoretical Framework

The concept of organisational restructuring is a concept that was developed in response to the changes that occur within organisations. This change is influenced by globalisation of the workplace. The changes in the global political economy have also affected the organisation of work in the workplace (Hayes, 2002). Workplace restructuring normally poses threats to job security, while on the other hand, increased productivity not only benefits employees but ensures the economic viability of an organisation. (Johnson & Scholes, 2002). The system and the environment have a direct impact on the employees. The study focused on the systems theory as a base for the findings.

Zastro's idea of systems theories is to provide a broad understanding of the world and can be applied to a multitude of settings (Zastro & Kirst-Asthman, 2007). The emphasis of the systems theory is more on interactions and relationships among different systems that exists within the human environment. Systems theory highlights the interactions and relationships of employees in an organisation after the process of restructuring. This theory justifies the fact that, there are different systems within an individual's life and they each impact on the development and the wellbeing of an individual. Systems theory highlights the importance of systems in an individual's life; it serves the purpose

of conceptualizing human behaviour. The framework in this school of thought is analysing a situation to understand more clearly why people behave in a certain manner especially when they experience changes within their work environment (Kirst-Asthman, 2007).

The literature background on systems theory clarifies the following terms input, output and feedback as important (Zastro&Kirst-Ashman, 2007). Input involves the communication flow or information received from other systems while the output is the response after receiving the information. Whilst feedback is a form of an input where the information received by the system is about its own performance. There are two types of feedback, positive and a negative feedback (Zastro&Kirst-Ashman, 2007).

The following terms employed in the systems theory i.e. social environment, transactions, adaptation, interface; coping and interdependence are highlighted by the processes of the organisational restructuring. This framework is also fundamental to organisational theory as organisations are complex dynamic goal oriented processes (Cascio, 2002). Change within the organisational structure has an effect on the daily running of the organisation and the systems affect each other.

2.12 Conclusion

In this chapter a brief overview of the change theories was discussed the concepts of and organisational change and organisational culture were presented. It also provides an insight into the processes of change management. The central theme is that change management is not a once off phenomenon. From the literature one learns that change is an on-going process which is usually a very difficult exercise.

This chapter also demonstrates that change in organisations must be carefully planned because there is no guarantee that it will bring positive results to the organisation and the staff members. The crucial role that organisational culture plays in the success of the change process cannot be emphasised enough. Therefore before initiating the change process an assessment of the environment must be done in order to investigate the change results.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter provides for an in depth discussion of the processes undertaken during the research study. The aims and objectives of the research are explained, the research methodology, the population is described as well as the sampling procedure followed during the sampling process. The research is a qualitative study and the aim of the study is to explore the relationship between organisational restructuring and organisational culture at MES (Mould, Empower and Serve). This chapter will further describe in detail the design and methodology of the research study.

3.2 Research Aim

To explore the relationship between organisational restructuring and organisational culture at MES (Mould, Empower and Serve).

3.3 The secondary objectives of the study are:

- To explore how the goals and objectives of MES are aligned with the employee's key performance indicators
- To explore how changes in organisational restructuring affect the communication amongst employees.
- To explore how changes in organisational restructuring affect the relationships and the interactions amongst employees.
- To explore what can be done to ensure that change in the organisation does not affect the organisational culture negatively.
- To explore employee's recommendations as to what processes to follow when there is organisational restructuring with MES in future.

3.4 Research Design

A qualitative research approach was used in this study. This research paradigm was useful in understanding the relationship between organisational restructuring and

organisational culture at MES. A qualitative research design according to De Vos (2005) aims mainly to understand daily life and the meaning people give to their lives, thus making it relevant to the study. They further clarify the fact that one of the purpose of the type is study is to discover processes and relationships and not to test them.

Qualitative research focuses on qualities, processes and meaning people derive from their experiences. Through this encounter the researcher was exploring how the organizational restructuring can influence employee relationship, communication, and the organizational processes, steps that were followed to bring about the change and how each step can influence the organizational culture. Thus, following issues in a certain order and grouping the common concepts together is essential for a qualitative report (De Vos, 2005).

A qualitative approach to the study was highlighting the relationship between organizational restructuring and organizational culture. Semi structured interviews were used to understand the employee's experiences. According to De Vos (2005) qualitative interviews are attempts to understand the world from the participants' point of view, to unfold the meaning of people's experiences. Therefore using a qualitative approach unfolded the meaning of the employee's experiences regarding the organizational restructuring and how it has influenced the organizational culture within MES.

Due to limited research in South African context, on this subject the researcher used the exploratory approach linking it to the phenomenology research design as they both highlight phenomenon that need further literature for future purposes. Phenomenology study is regarded a study that describes the meaning of experiences of a phenomenon, topic or concept for various individuals (De Vos, 2005).

This type of a study investigated specific phenomenon in an organization, thus it does not rely on research and academic models on the topic but the person's perspectives on change processes. The researcher collected the information in a systematic manner and themes between the two sectors were highlighted and described within a workplace context.

According Mouton (2006) a research design is detailed plan for how a research study is to be conducted. An exploratory design was used as a tool to gather data. According to

Babbie and Mouton (2006) an exploratory design aims to gain insight into a situation, phenomenon or a person. Organizational Restructuring and Change management are new concepts and a lot of literature still needs to be developed around these subjects thus a lot of exploration assisted the researcher to gather relevant data for further literature review around the subject.

3.5 Sampling Procedure

For the purpose of this study, a type of non-probability sampling namely purposive sampling was used (Rubin & Babbie, 2005). This sampling procedure was used because the researcher had limited access to participants appropriate for the study. For this purpose, the researcher collected data on the few members of the target population i.e. the Health Unit. Thus, the sample was based entirely on the judgment of the researcher. As Creswell comments cited in Strydom (2005) the purposeful selection of participants represents a key decision point in a qualitative study.

The participants needed to have been working for the organization for more than 12 months and willing to give their own consent to be involved in the study. As non-probability sampling was be used, a limitation of this study was a lack of external validity. However as the research is qualitative, the aim of this research study was to achieve transferability. Transferability refers to the degree to which the results of the study are generalised or transferred to other contexts or setting. (Shenton, 2004). Limited generalisation was possible from this study as the purpose of the study is to add to existing personal experiences rather than establish findings that would be generalised.

3.6 Population

According to Mouton (2006) a population is the entire set of objects and events or group of people which is the object of research. The focus of the study is to determine the relationship between organisational restructuring and organisational culture at MES. Therefore the population consisted of employees of Mould Empower and Serve known as MES. MES is a registered Non-Profit Organisation. The organisation was established to address the pressing needs of the poor in the inner City of Johannesburg.

The organisation's mandate is to address the physical, emotional, social, mental and spiritual needs of the homeless communities. Currently MES has 295 employees and these employees are spread throughout four branches i.e. Johannesburg (Hillbrow), CapeTown, Port Elizabeth and Kempton Park. MES Johannesburg functions as the Head office. Each branch has units that compose the branch. MES Johannesburg has eight units i.e. Social Work Unit, Health Unit, Skills & Education Unit, Pastoral Care Unit. The core objectives of the organisation are poverty alleviation, education and skills development and professional health and social work services. MES is currently consists of 40% professional staff, 30% administrative staff and 30% support staff i.e. cleaners and security officers.

3.7 Sample

A sample comprises the elements of the population considered for actual inclusion in the study (Rubin & Babbie, 2005). It means that the sample should have approximately the characteristics of the population relevant to the research in question. For the purpose of this study, the sample consisted of 12 staff members from the Health Unit from MES Johannesburg. This sample was relevant for the study because the unit has experienced some organisational restructuring. The Health Unit has under gone a number of restructuring processes in the past two years. This unit has undergone several retrenchment processes. The Health Unit is part of the Johannesburg branch and it focuses on health issues relating to the homeless community of Hillbrow.

The sample was selected from the health team which consists of 1 Matron, 1 Social Worker, 4 Staff Nurses, 6 Auxiliary Nurses, 1 Administrative staff and 8 support staff (Cleaners, Security, Laundry workers and the Cooks). The researcher provided a suggestion box at the rest room area where staff members go during their tea breaks for the purpose of selecting the participants. The researcher wrote a notice at the reception area notifying staff members who would like to participate in the study to write their names in a paper including their contact numbers and put it in the suggestion box provided. This ensured that the management is not involved in the process.

3.8 Research Instrumentation

Semi- structured interviews were used for data collection. The researcher had a set of pre-determined questions the interview was guided but not dictated by the questions. The interview schedule included open ended questions. According to Babbie, (2005) open ended questions are used as a tool to get detailed information because they require a lot of probing. For the researcher the social work skills were an important tool to use in order to get the information because semi structured interviews involve probing and good questioning skills**.**

Permission to conduct the study was requested before collecting the data. The researcher wrote letters to the Executive Management Committee of the organizations asking permission for entry into their work space and engaging with the employees. The researcher read a participant information sheet to the participants before the interviews. The purpose of the study was to highlight the issue of confidentiality and the duration of the interview schedules was clarified in that sheet.

The participants were given time to read through the consent forms. The participants were asked to give their consent for participating in the study. The interviews were tape recorded and therefore the participants were requested to give consent to audio tape recording. A tape recorder wa**s** used to check the wording of any statement that the researcher might have wished to quote. The interviews were held outside the workplace at a time which suited the participants.

The duration of each interview schedule was 45-60 minutes. Rubin and Babbie (2005) clarify that scheduled interviews are planned interactions between the respondent and the interviewer that occur after prior arrangements with the respondent.The credibility criteria involve the establishment of the results of the qualitative study to be credible (Guba & Lincon, 1995).The questions of the semi structured interviews are aligned with the objectives of the study. Therefore in order to ensure that the study is credible the research instrument gave direction in ensuring that the results show exactly what the study intends to address.

3.9 Pre-test of the research tool

The main purpose of a pre-test was to test the feasibility of the research tool (Strydom, 2005). After the pre-testing the research tool, the researcher recognized sections that needed to be changed in the interview schedule. The two employees who formed part of the pilot study were not part of the actual research participants. Two semi- structured interviews were conducted with employees from Health unit. Through the pilot study the data collection instruments and the sampling procedure were tested. The results of the pilot study indicated that the organizational restructuring has a positive impact on the organizational culture particularly in relation to the communication, interactions and the relationships within the organization.

3.10 Data Collection

According to Seidman (1998) as quoted in DeVos (2005) interviewing is the predominant mode of data or information collection in a qualitative research, the researcher would engage in semi-structured interviews. Semi- structured interview is data collection technique in which the researcher uses to elicit information in order to achieve the understanding of the participants' point of view or situation. The main aim of the semi -structured interviews in the study was to understand the personal experiences of the employees. In order to accomplish this mission, the study was focusing on eliciting the information from employees.

According to De Vos (2005) guideline on the structure of questions or themes in the interview schedule has been used to maximize the trustworthiness of the research. This guideline suggests structuring the order of questions from simple to complex and from broad to specific (De Vos, 2005). The weakness of a semi-structured interview is instrument reactivity which refers to the failure to obtain accurate information because the participants are influenced by the question asked. In this case the researcher was concerned that the participants will react negatively to being asked questions about their thoughts and feelings in relation to their work environment. Therefore, researcher tried to overcome this by emphasizing the confidentiality and anonymous nature of the participant's involvement in the study.

Management gave the researcher permission to do the study and highlighted that there has been some trust issues within the organisation since the restructuring. Thus, the results of the study will assist them to resolve the problem. The researcher provided the suggestion box and no one had an access to the information. The researcher was the only person who had the key to the box. Therefore no one will have access to the information inside the box except the researcher.

3.11 Data Analysis

The thematic content analysis method was utilized to analyze the data from the interview transcripts. The interviews were conducted in English. The data was coded in order to identify emerging themes and their relationship to the main objective of the study. This analysis method was used to identify the major themes and discourses that emerged from the transcription thereby acknowledging and representing the multiple voices and perspectives of the individuals who participated in the study (De Vos, 2005).

During the process of analyzing the relationships between major and subcategories was identified. The recorded interviews were transcribed into a verbatim report in order to put the whole information on paper. Through coding the researcher wanted to make sure that all the interview sections that are related under the same heading could be retrieved with ease.

De Vos (2005) highlights that the following steps are followed in undertaking thematic analysis: Open coding which will involve conceptualising the data from the transcripts, discovering categories, naming a category, developing categories in terms of their properties and dimensions.

3.12 Ethical Considerations

Rubin and Babbie (2005) clarify that ethics are associated with morality and both deal with matters of right or wrong. The study upheld the ethical considerations of Voluntary Participation and Informed Consent, No Harm to Participants, Anonymity and Confidentiality and Deceiving Subjects.

3.12.1 Voluntary Participation and Informed consent

The researcher secured consent from all the participants to be involved in the study. Rubin and Babbie (2005) insist that all the participants must be informed about the all the consequences of the study and they must consent into participating in the study. A standardized consent form was drawn in English for the participants to complete. If the participants had a problem with reading the consent form, the researcher read it out to them and explained the content to the participants and they were asked to sign the forms. The participants were made aware of the fact that participation in the study is voluntary and are free to withdraw from the investigation if they so wish with no repercussions.

3.12.2 Confidentiality and Anonymity

According to De Vos (2005) privacy implies the element of personal privacy and confidentiality indicates the handling of information in a confidential manner. The researcher kept all the information confidential by not discussing the employee's response with anyone except her supervisor. Confidentiality was very crucial in this study because the employees expressed their concern regarding of victimization from the management so keeping their fears at ease was very crucial. Anonymity was upheld by not naming the participants responses. Titles such as participant 1 were used to identify the participants. The participants were informed about how the information will be used and with whom it will be shared using a participant consent form. The interview schedule did not include their names or even their identity numbers to ensure anonymity. The researcher explained to the participants that the information from the study would be kept safe and confidential for five years.

3.12.3 No harm to the Participants

The ethical consideration of no harm to participant was highly considered by the researcher. According to Rubin and Babbie (2005) social work research can cause psychological harm to the participants. The research participants are often asked to reveal deviant attitudes and behaviors which can lead to psychological harm to the participants. The participants were given the option of being referred for counseling to an external person should the need arise.

3.12.4 Deceiving Subjects

Rubin and Babbie (2005) argue that deceiving people is unethical and needs to guard against by researchers when conducting a study. To avoid deception, the researcher informed the participants about the purpose of the study before any engagement with them. The researcher ensured that she does not make any false promises to the participants of the study. The participant information sheet was used to guard against deceptiveness.

3.13 Limitations of the study

The limitation of the study is that it utilizes a qualitative research approach, although it might be in depth the findings of will not be generalized because it involves personal views of the participant. According to De Vos et al, (2004) a qualitative study approach is not aimed at generalizing the research findings.

The degree to which the sample is representative of the total population is limited because the study only focuses on the Health Unit while there were other organizational restructuring processes in other branches.

3.14 Conclusion

The chapter has outlined the research design and methodology underpinning the research study. It further discussed the sampling procedures, data collection, pre-testing, research instrumentation and data analysis. The study limitations and ethical considerations were also outlined in this chapter.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The aim of this chapter is to present findings of the data that has been gathered from the research study, as well as a discussion of the findings will be provided. The primary aim of the study was to explore the relationship between organisational restructuring and organisational culture at MES (Mould, Empower and Serve).

The research study was conducted at MES in the Health Unit. The research participants were employees of MES who have been working for more than 12 months. The researcher managed to interview 12 employees in the health unit as well as two for the pilot study. The data will be presented and discussed according to specific themes that were identified. The research instrument of the study was an interview schedule that consisted of five sections. The method of data gathering was through an interview schedule with questions focusing on the following areas:

- MES objectives and the Employees Key Performance Indicators
- Communication patterns between the employees
- Relationships amongst the employees
- Interactions between the employees
- Recommendations for future organisational restructuring processes

The data collected in the interview schedules was analysed using the thematic content. The first step of the process was to transcribe all the interviews in a form of a verbatim. The researcher then extracted data relating to the research questions. The third step involved searching for themes and analyse data gathered in each theme.

Each section in the interview schedule will be presented and themes from each section will be analysed. The sub- themes that emerged from the interviews will also be discussed in this chapter.

4.2 Demographics

This theme on demographics was focusing on the years that the participants have worked at MES, the ages of the participants and their gender. This was part of the semi structured interview schedule and the information was obtained from the face to face interviews the researcher conducted with the participants. The demographic information has been analysed using simple data analysis and will be presented and discussed in this section.

4.2.1 Years of work experience

This section is focusing on the number of years of work experience of the participants. The years of work experience within MES are crucial because the restructuring process occurred in the past two years. Thus, it is important that the participants would have been working for the organisation by then.

Table 1: Years of Work Experience

Years of Experience	**Number of Participants**	**Percentage**
2-10 years	**4**	**20%**
10-20 years	**8**	**80%**
Total	**12**	**100%**

The years of working experience for the participants of the research ranged between 2 to 20 years. All participants were MES employees working in the Health Unit.20% of the participants have 2-10 years working experience and 80% have 10-20 years' work experience. The fact that these employees have been working for MES for a long time has put them in a better position to be able to answer the research questions. Most of the participants have been working for MES for more than 10 years. They have experienced the restructuring within the organisation because it occurred two years ago. The participants have been part of the changes within the organisation and are in a better position to share their experiences of the organisational restructuring.

"I have been working for MES for the past 15 years as a cleaner" **(Participant 5, 2013).**

"I have been working here at MES for 10 years" **(Participant, 3, 2013).**

The longer the number of years within an organisation the more difficult and painful is the employee's experience regarding organisational restructuring. Green (2010) clarifies that the number of years of work of employees within the organisation can determine the employee's ability to adapt and adjust to organisational change. Employees develop the comfort zone syndrome after a number of years. Thus, it becomes more difficult for them to change their work pattern.

It is interesting to note that the participants have been working for MES for very long. This highlights their commitment to the organisation and comfort ability with the way they have been working. The researcher found out that most of the participants have been working for MES for more than ten years. The organisation has a good retention strategy; it is able to keep its employees for a number of years. The employees are loyal and committed to the organisation because they have been with MES for long. It is rear for an NGO to be able to have employees working for it for so long.

4.2.2 Age Categories

The ages of the participants were highlighted in this section. The focus of this section was to identify the ages of the participants.

Table 2: Age Categories

Age Group	**Number of Participants**	**Percentage**
18-25	**0**	**0%**
26-35	**2**	**20%**
36-49	**10**	**80%**
50+	**0**	**0%**
Total	**12**	**100%**

The sample consisted of (n=2) 20% of employees who are younger than 36 years and (n=10) 80% employees with their ages ranging between 36 years and 49 years. Developmental psychologists usually consider the ages between 36 and 50 to be middle adulthood. The socioeconomic status of this age group mainly focuses on employment and career growth and being able to meeting their financial obligations. It is crucial for people in this age group to meeting their responsibilities. Thus, being employed and growth in career are a priority in their lives (Green, 2010).

Most of the participants were over 36years. The researcher realises that employees are in their middle adulthood phase thus they have many responsibilities. This can be related to the fact that they are at a phase where they need financial stability and be able to meet their obligations as adults.

4.2.3 Gender of Participants

This section was focusing on the demographics of the participants with specific reference to their gender base. Gender plays a crucial role in the functionality of the employees and their positions at work.

Table 3: Gender

Gender	**Number of Participants**	**Percentage**
Males	**4**	**20%**
Females	**8**	**80%**
Total	**12**	**100%**

The sample consisted of 4 males and 8 female participants, all from the MES health unit. The results indicate that majority (n=8) 80% of the employees who participated in the study were female. Only four (n=12) 20% males participated in the study.

Current statistics show that 80% of women work in the nursing and health care departments (Simpson, 2004). The number of females working in the health sector is generally higher than males. When looking at the origins of such professions, it is evident these professions rose from the caring and fragile nature of female gender.

Based on the findings the number of female participants is higher than the males. This can be correlated with the fact that the health sector is saturated with females, thus the unit has a higher number of female employees as compared to men.

4.3 The alignment of goals and objectives of MES with the employee's key performance indicators

This theme was focusing on the goals and objectives of MES and their alignment with the employee's key performance indicators. It was focusing mainly on the way the overall objectives of MES and the way they relate to the positions and performance indicators of each participant.

The participants were able to mention the goals and objectives of MES. They were able to explain the key performance indicators for their positions. In addition, the employees were able to explain how their key performance indicators are aligned the organisation's goals and objectives. Some of the answers from the participants are quoted below:

"My key performance indicators involve taking care of the patients and also helping them to improve their lives and health so my position is aligned to the MES objectives because the patients are important in both of them"(**Participant 3, 2013**).

"I guess by giving the patients healthy food as a cook, I am able to give the homeless people their life back because they get to go back to their lives when they are healed, therefore I am able to change the lives of the patients" (**Participant 2, 2013**).

A performance indicator can be described as a unit of measurement that provides performance information on the extent to which the mission and overall objectives of an organisation is achieved (Kriel, 2007).

The researcher found out that the employees are familiar with the goals and objectives of the organisation. They are able to fit their position into the organisational structure

and align their performance indicators to the overall objectives of the organisation. The researcher acknowledges the fact that MES each participant was familiar with what MES stands for and why it exists which is to "To change the heart of the Cities" thus the organisation regards each employee's position to be part of its overall objective. From the responses of the participants it is apparent that each position within the organisation contributes towards ensuring that MES meets its obligation to improve the lives of the homeless people. According to Cascio (2012) the alignment of the organisational goals and the employee goals allows the organisation to be able to assess whether the employee is contributing to the success of the organisation or not.

4.3.1 Employment Contract

This sub-theme can be linked to the overall theme of the alignment of the MES objectives to the employee's key performance indicators. The participants highlighted that their employment contracts include the organisation's goals and objectives and their key performance indicators.

"The goals and objectives of the organisation in my contract clarify that MES intends to change the hearts of the cities by taking care of the homeless communities within the inner city"(**Participant 12, 2013**).

"In my employment contract the goals and objectives of the organisation are highlighted in bold, I think every employee knows the goals and objectives of the organisation" (**Participant 9, 2013)**.

The contracts of employment highlight the employee's duties and performance indicators for the position. This form of agreement clarifies the expectations of the organisation form its employee. Kriel (2011) state that the employment contract sets the tone for the working relationship between the employers its employees. It notes the mandate of both parties.

The researcher deduced that the employment contracts of the employees are part of the process of enforcing the employees to understand their performance indicators while highlighting the mission and vision of the organisation. Thus, the relations between the

employee's performance and the organisation's obligations are emphasised through this document.

4.3.2 Performance appraisal

The responses from the theme on the alignment of employee's key performance indicators and MES's goals and objectives highlight the sub -theme of performance appraisal. The employees are assessed once a year whether they meet their obligations as part of the organisation.

During the interviews a participants emphasised that she is sure that her key performance indicators are aligned to the organisation's goals and objectives. She explained that

"My key performance indicators are aligned to the organisation's goals because my supervisor always emphasises the importance of my position as a laundry worker in our performance appraisal meetings" **(Participant 4, 2013).**

"When I started working here I was given the goals and objectives of MES and I was told and I was given my contract which had my job description" (**Participant 6, 2013).**

According to Armstrong (2006) performance appraisal is the formal assessment and rating of individuals by their managers at an annual review meeting. He further clarifies that it focuses mainly on quantified objectives and the negatives instead of looking at the future development needs of an individual.

The interviews reveal that the performance appraisal system is crucial within the organisation. The researcher has realised that the performance appraisal system is one of the tools that the organisation uses to emphasise the employee's position in assisting with meeting the overall objectives of MES.

Performance appraisal is a technique by organisations to strengthen behaviours that lead to good job performance and comparing the actual performance to the standards set (Levasseur, 2001). The performance appraisal system therefore can be utilised as a tool to help employees translate the goals of their department into the overall objectives of the organisation.

4.4. Relationship between organizational restructuring and the organizational culture amongst the employees

This section highlighted the changes in the organisational communication policy. Policies are part of organisational governance, thus they are crucial when there are changes within organisations.

4.4.1. The changes in the organizational communication policy since the restructuring process occurred

The theme on the communication policy focused on the changes that occurred regarding policies during the restructuring process.

Table 4: Participants response regarding changes in communication policy

Changes in the Communication Policy	Number of Participants	Percentages
Yes	**2**	**20%**
No	**0**	**0%**
Not sure	**10**	**80%**
Total	**12**	**100%**

Most of the employees highlighted the fact that they are not aware of any changes in the organisational communication policy. Employees who have been with the organisation for more than 5 years indicated that they have attended a workshop on the organisation's communication policy as part of the process during the first organisational restructuring process.

Some of the employees mentioned that they are not sure if there has been any change made to the MES communication in the past two years. This can be associated with the

fact that the supporting staff does not attend some of the staff meetings because they work shifts. “

“I really don’t know. We, the support staff are not even familiar with formal issues like the policies. We wouldn’t even know if there are any changes because we often not involved in the meetings. I am often not aware of what is happening within the organisation. I just do my driving” (**Participant 6, 2013**).

“I don’t know. I am really not familiar with that policy; it was given to me years ago so I don’t even remember the content in it. Usually those things are known by the management” (**Participant 3, 2013).**

According to Canary, Riforgiate and Montoya (2011) recent organizational communication studies have noted that policy implementation is influenced by ways organizational members communicate and understand policies.

From the researcher’s observation, it was apparent that policy communication is not kept updated by the Human Resources Department. The support staff members were not aware about any changes in the organisational policies. Thus, employees are not informed regarding the implementation of the organisation’s policies. Some of the participants were not able to highlight whether there has been changes in the organisational communication policies or not. The implementation of the communication policy within the MES is still unclear because some of the staff members do not understand the purpose of such a policy.

4.4.2. The organizational restructuring effect on the way the employees communicate with one another

The theme on communication patterns between employees was focusing on the manner in which the way the employees communicate with one another has been affected by the organisational restructuring within MES. It was highlighting communication as one of the characteristics of organisational culture.

The organisational restructuring process has affected the communication patterns between the employees in a positive manner. The participants have highlighted that they are communicating more since the restructuring process. The different department are

now having joint meetings with other department and this has improved their communication patterns.

"Even though the restructuring process has been very painful to the staff members who were retrenched, I can see that we are communicating more and much better with the other Departments especially the Social work department and the transport department" (**Participant 10, 2013**).

"I am now communicating and interacting more with the supervisors because I directly deal with them as compared to before because I had to communicate through the Programmes Manager" (**Participant 11, 2013**).

Manzoor (2012) highlights that organisational culture encompasses the way employees communicate with one another in the workplace. The work culture is determined by the communication processes. Negative communication patterns impact on the culture within the organisation.

The researcher noted the fact that even though the restructuring process was a difficult experience for the employees it had a positive effect on their communication patterns. The employees are now communicating closely. There is constant communication between the different Departments. The communication patterns within the organisation are directly affected by the changes brought by the restructuring process. Organisational restructuring requires new levels of adaptation for employees and organisations in order to continue to exist (Hayes, 2002).

4.2 .1 Mistrust

This sub-theme is linked to the communication patterns is the participants mentioned that even though they communicate more often there is still an element of mistrust between the staff and management.

The results show that the participants are not able to trust the management and are not comfortable to communicate with them due to the restructuring that has been occurring within MES. Findings suggest that although the staff members communicate with one another, there is a gap in communication links between management and the staff. This is what the participants had to say about this:

"Since the introduction of the new changes, one cannot trust the management because you are not sure if you are the next one to lose your job" **(Participant, 9, 2013**)

"There is more communication amongst the different departments but we are still not able to communicate with management staff members because we are not sure whom to trust" (**Participant, 6, 2013)**.

Survivors of organisational change often feel a need to blame someone for the employee layoffs and management and poor communication are the natural targets (Bansal, 2007). The literature provides evidence that the element of mistrust and blaming management are some of the responses of dealing with restructuring amongst the staff members.

The results highlight the fact that restructuring often triggers uncertainty and fear amongst the staff members. The communication links between staff and management tends to be limited as it is affected by the issue of mistrust. Fear has been found to be the main block to change.

Thus, the fear of change is linked to the apprehension of losing a position or a job. Thus, the issue of trust and becomes very prominent between the management and staff. If survivors do not trust the top management are competent and honest with staff throughout the downsizing, they are likely to withdraw from the organisation or respond in other destructive ways (Carnall, 1990). The management needs to be more supportive and understanding towards the employees in order to harmonise the relationship.

4.4.2 Employee's Resistance to Change

This sub-theme is linked to the organisational culture and the communication patterns within the organisation after the restructuring process.

The results indicate that the participants showed some element of resistance to the re-structuring process. The success of most restructuring processes within organisations depends on how the employees respond to the change process. Communication links between the management and staff members contribute towards the acceptance to the change process. The participants responded by highlighting this factor, this is what the participants had to say about their resistance towards the change process due to lack of communication from the management.

"The management was not properly communicating with the staff members about the changes, thus some of us are not able to accept the change" (**Participant, 3, 2013**).

"The staff members were not informed about the new communication policy, thus I don't like the way the changes are happening within the organisation" **(Participant, 9, 2013**).

Resistance to change takes place during any organisational change processes due to the fact that people are naturally wary of change. Resistance to change is usually caused by the fear of losing control over one's work, greater management control and lack of communication on the change processes (Jones, 2007).

From the responses of the participants the researcher could deduce that there has been some resistance towards the organisational restructuring process amongst some of the staff members. This can be linked to the lack of information sharing and communication links between the management and the staff members. The staff members were not part of the change process thus, they were not comfortable and accepting towards the restructuring process. The involvement of the staff members is a critical element of successful change within organisations. The willingness to accept and openness towards the change assist the employees in adapting to the new environments.

In a research study that was done on African countries on the issue of change in NGO, the willingness of the staff members has been proved to be a catalyst to positive organisational change (Burnes, 2000).

4.4.3 The organisational restructuring effect on the interactions amongst the staff members

This theme was focusing on the how has the restructuring process affected the way the staff members interact with one another. Interaction patterns within an organisation are identified as part of the culture of the organisation.

The participants highlighted that the restructuring has had a positive effect on their interactions. There has been a strong need for the employees to interact and support one another as they are also affected by the departure of their colleagues. Participants during the interviews mentioned the following statements:

"Because of the new structure, we now interact more because we now have joint staff meetings with the other Departments like the Social workers" (**Participant 5, 2013**).

"I am now communicating and interacting more with the supervisors because I directly deal with them as compared to before because I had to communicate through the Programmes Manager. So I did not have interaction with the supervisors. Now at least I have a chance to interact with some people in management" (**Participant 7, 2013**).

The research has established that before the restructuring the interaction amongst the staff members was limited especially amongst the different departments. They related more with their colleagues in the same department. After the restructuring the staff members are interacting more and there are more interactions between Departments. The level of interactions between the departments has increased because of the restructuring process as they now have joint meetings. The joint meetings have increased the interaction levels between the departments.

According to Castro and Martins (2010) the underlying assumption of the interactive approach is that organisational culture is the result of the interaction of individuals in response to their situation, which results in the shared agreement of organisational members. The employee's interactions are crucial in the stability of the organisation because negative or lack of interaction results in low levels of organisational productivity. The argument is that the increased interactions are enforced by the restructuring thus it's the employee's reaction to the new environment.

Based on the above, the results indicate that the participants have experienced more interaction with the other departments and the staff members in general. The departments are now more linked and interdependent. In a workplace there are different departments that do different things thus the interactions between employees are at different levels. Interactions may be positive or negative thus responses to these depend on an individual. Downsizing and upsizing within organisation are good examples of positive and negative interactions within a workplace. There has been considerable evidence to suggest that those staff members who remain within an organisation after significant restructuring often experience the adverse effects of change as profoundly as those who have left (Kotter, 2011).

4.3.1. Adaptation to change

This sub-theme of adaptation to change is linked to the increased interaction amongst the participants which was highlighted as part of the organisational culture. It focuses on the increased interactions showing the employees adaptation to change.

The findings show that the increased communication between the different departments within MES has enhanced the interactions between the employees. This shows that the employees have adapted to the change within the organisation and are able to interact with other staff members in the other departments. This is what the participants had to say about adapting to change.

"The joint meetings enhanced our interactions with the other departments so we are now used to the fact that things are different here at MES" (**Participant, 2, 2013**).

"We are now interacting more with our programme manager through the joint departmental meetings and are able to accept the changes that we done during the restructuring" **(Participant, 1, 2013**).

Research on this subject suggests that there is a cycle to coping to change and adaptation is one of the stages. During this stage, people begin to test the new situation by trying out new behaviours and working to different standards (Carnall, 1990).

Kotter (2012) highlights the fact that the employees eventually adapt to the change process and become open to new innovations brought by the change within the organisation.

Based on the above evidence, the results indicate that the participants have accepted the changes within their departments and have adapted to the new ways of doing things like having joint meetings with other departments. The literature supports this in that it highlights that acceptance of change encourages adaptability to the restructuring process. Erasmus, VanWyk and Schenk (2000) focuses on the employees' adaptability to change and emphasises that employees often adapt to change in organisations due to the planned and well executed change management procedures.

4.4 The effect of organisational restructuring on the relationships between staff members

This theme was focusing on the relationships between staff members after the re structuring processes. It is linked to the organisational culture because relationships between staff members form part of the culture within an organisation.

The participants highlighted that the improved communication and interactions have improved the relationships amongst employees. The results show that the participants are aware of the new working relationships which are developing form the increased interaction amongst the staff members.

"We were not communicating with the other Departments but now because we are less staff we are now having working relationships with them and we communicate more" (**Participant 1, 2013**).

"In the new structure where we have fewer supervisors, we are now able to build a working relationship directly with our programme manager because she is easily accessible to the staff. There is a good working relationship between our Department and the Social Work Department" (**Participant 2, 2013**).

Effective relations between employees play a vital role during the restructuring period of any organisation as it helps to properly inform the employees about the changes. This helps to remove the uncertainty and allay fears amongst employees and therefore may overcome any resistance that may result thereof (Cascio, 2005).

The findings support the literature around the development of good relationships amongst the employees encourages growth in productivity. The researcher has established that the relations between different Departments have improved and this has resulted in good working relationships. There is an improvement in the employees service delivery processes because there is coordination and interdependence between the Departments. An organisational climate that allows a high degree of autonomy and nurtures relationships among peers, supervisors and subordinates results in more satisfied workers (Castro & Martins, 2010).

4.4.1 Productivity

This sub- theme which has been identified is linked to the improved working relationship which enhances the productivity levels of the employees and the departments.

The findings showed that there has been an improved working relationship that has been developed within the organisation due to the restructuring process. The interdependence of the departments has created a better work environment where the participants are able to be more productive. The level of service delivery within the organisation has improved because of the correlation between the different departments. This is what the participants had to say:

"there is good working relationships amongst the staff and this makes our work easy, so we are able to assist client quicker as compared to before where there was competition between departments"**(Participant, 8, 2013**).

"The way we are working now shows that we are having a good relationship with one another. So we are able to meet our targets as expected because we discuss issues in our joint meetings" (**Participant, 6, 2013**).

Change management highlights the fact the improved working relationships enhance and increases the productivity levels of the employees.

McNamara (2008) clarifies that positive relations between employees increases the level of productivity within organisations. The positive relationships enhance the employee's commitment towards delivering their duties with competence and pride. The good relations between the employees contribute encourages increased staff performance. Management of change indicates the relationships are the core factors that contribute to organisational culture. The working relations between the staff members create the work environment within the workplace (Jones, 2007).

The results highlight that the participants are able to relate better with their colleagues in the other departments. They are able to execute their duties and perform better due to the changes that have been experienced during the restructuring process. Much research has been done regarding relationship between organisational change and the

productivity levels of the employees. It clarifies the fact adaptability to change contributes positively to the organisation's profitability (Kotter, 2011).

4.5 Suggestions as to what can be done to make organizational restructuring not to influence the organization culture

This section was focusing on the suggestions given by the participants regarding ensuring that organisational restructuring does not have an influence on the culture within the organisation.

Based on the results, the participants highlighted the importance of communication, staff involvement and change management practices as a way of insuring that the organisational restructuring does not influence the culture within the organisation. They suggested that management must be able to prepare the employees about the future changes. The results indicate that the participants suggested staff involvement prior to any restructuring process within the organisation. These are some of the responses from the participants:

"I think management must discuss things with us. Tell us what is going to happen and explain how we must do things. This will make us trust them as staff because we will know what is happening" (**Participant 4, 2013**).

"I think there should be proper channels of communicating the restructuring process before it occurs" (**Participant, 10, 2013**).

Anderson and Anderson (2007) emphasise that employee readiness for change has a huge impact on the processes of change. The literature highlights that in order for an organisation's structural change to have a positive impact on their employees, proper procedures to do so have to be followed and companies must invest a lot in such programmes because failure to do so tend to have a negative impact on the stability of the workforce.

The involvement of the employees plays a crucial role in the success of the change process. Based on the results, the participants suggest that the management needs to involve the employees. The issue of engagement and creating good communication with the employees have been strongly highlighted by the participants. The processes of

change management are recommended by the employees. Change management has been a suggestion from the participants as it includes staff involvement. The researcher understands the importance of staff involvement as a key aspect of organisational restructuring.

4.6. Recommendations for future organisational restructuring processes

This theme focused on the recommendations of the participants regarding future organisational restructuring processes within MES. The research results indicates that communicating with the employees play a major role in ensuring that the success of the restructuring process. The recommendations highlighted by the participants included the importance of the employee's readiness for change as an important factor to consider in future if the organisation engages in any changes. These are some of the responses of the participants:

"Management needs to be more open and start communicating much better with the staff because during all these changes we were confused not knowing what to expect and more scared about losing our jobs" (**Participant 9, 2013**).

"I mean that the staff must be aware about what changes are going to happen so that they know if it is going to affect their job or not" (**Participant 12, 2013**).

Research has highlighted that the fact that change needs to be managed and change management processes have been developed as strategy to ensure that organisations follow the required steps for the sustainability of the organisation (Galinsky & Bond, 2009). Change Management has been a concept that has been introduced to the workforce as a response to all the changes that occur on a daily basis within the organisations especially when engaging in the process of restructuring.

The results indicate that the participants were not to be unhappy with how the restructuring process was handled but not with the restructuring process itself. The participants recommend the steps of change management even though they are not familiar with the process itself. They recommend good strategy development with regards to organisational restructuring processes. When an organisation is going through change and restructuring, there needs to be factors considered in order for the process to

be successful. Literature indicates that change management is crucial to ensure that people are able to fulfil their roles to the best of their ability. People need to understand what is changing and he intention of the change initiative (Kotter, 2010). They need to be communicated to and kept abreast with developments in order to function in their roles. The result also suggests that organisational development is often a result of some sort of organisational change.

4.6.1 Change Management

This sub- theme of change management is linked to the recommendations for future organisational processes.

The findings indicate that the change management processes are highly recommended by the participants. The processes involved in organisational restructuring need proper planning and staff engagement. Based on the results, each step involved in change management is crucial to ensure staff readiness and adaptability to organisational change. It is important that management involves the employees in the planning and execution of the change process in future. The findings also suggest that proper communication links need to be created by the management to ensure the smooth change process. These are some of the participant's responses:

"There are change processes that management can use in future so that the employees are comfortable with the change" (**Participant 12, 2013**).

"Communication initiated by management regarding the steps that will be followed during the restructuring can assist in future" (**Participant 4, 2013**).

When the change management process is carried out well, it should lead to organisational improvements (Guha et al, 1997). The proper execution of change management processes can yield positive attitude towards the change process. When an organisation is going through change and restructuring, there needs to be factors considered in order for the process to be successful. Research has shown that the change needs to be managed and change management processes have been developed as strategy to ensure that organisations follow the required steps for the sustainability of the organisation (Galinsky & Bond, 2009). Change Management has been a concept that has been

introduced to the workforce as a response to all the changes that occur on a daily basis within the organisations especially when engaging in the process of restructuring.

It is evident from the findings and the literature that the change management processes are recommended by the participants for future organisational change within MES. The participant's experiences highlight that even though organisational restructuring has brought positive elements to the organisation culture, proper planning and employee involvement are very crucial. This could a wise consideration for future changes within MES.

4.6.2 Staff Morale

This sub-theme of staff morale is linked to the recommendations for future organisational restructuring processes.

The results indicate that the processes related to changes within the organisation are intertwined with the morale of the staff. The participants highlighted the fact that they proper processes can increase the staff morale. They indicated that information about the process of change prior to the implementation can contribute positively to the work environment and that can improve the staff morale of the survivors of the restructuring process. This is what the employees had to say about this:

"I can recommend that management prepares the employees prior to the changes, this can assist in uplifting the spirits of the employees who are left behind after the restructuring" (**Participant 8, 2013**).

"I believe that the staff members who survived the retrenchments are not taken care of , so they become down hearted after the process, so I think preparation for the retrenchments can help them to prepare themselves**"(Participant 11, 2013).**

According to Rice and Dreilinger (1991) survivors of retrenchments often display low morale and uncertainty after the process. Employees become depressed when their colleagues have to leave the organisation. The survivors are a critical factor in determining the future success of the restructured company. Based on the participants responses management needs to understand the reactions of the survivors and

re- establish sense of security and trust within the organisation. This will help to improve the morale of the remaining staff members.

4.6.3 Management Style

This sub-theme of management style is linked to the recommendations for future organisational restructuring processes.

The results indicate that the management style within the organisation can improve the restructuring processes in future. The participants highlighted that the way the management lead the employees can have a positive impact on the employee's adaptability to the change process. This is what the employees had to say about this:

"The management need to have a democratic way of managing the staff; this will assist in making the implementation of the restructuring process in future" (**Participant 5, 2013**)

"I recommend that management should be more consultative with issues like restructuring. They need to engage with the staff especially with those who are left behind. This will reduce mistrust between staff and management" (**Participant 9, 2013**).

Dunphy and Stacey (1993) argue that a collaborative and consultative style of leadership is needed to initiate the process of repositioning the organisation. The style of leadership required to bring about change. There are different styles of leadership within a work environment. It is crucial that management is more consultative and considers that employee's opinion regarding the change process.

Based on the results, the employee's recommended that management should practice a consultative management style. They need to involve the employees throughout the change process. This can have a positive influence on the success of the change process.

4.7 Conclusion

The chapter has presented an analysis of the information collected through scheduled interviews. It also gave a profile of the research participants. In conclusion, the findings

from the interviews sustained by appropriate literature highlight the positive impact that the organisational restructuring at MES had on the organisational culture. The literature review revealed that organisational culture plays a vital role during organisational change.

CHAPTER 5

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter summarises the main findings of the study, highlights the researchers recommendations and the conclusions regarding the study. The purpose of the study was to explore the relationship between organisational restructuring and organisational culture at MES. The study further looked at recommendations from the employees regarding processes to follow in future restructuring processes within MES.

The focus of the study was guarded by the following objectives:

- To explore how the goals and objectives of MES are aligned with the employee's key performance indicators.
- To explore how changes in organisational restructuring affect the communication amongst employees.
- To explore how changes in organisational restructuring affect the relationships and interactions amongst employees.
- To explore what can be done to ensure that change in the organisation does not affect the organisational culture negatively.
- To explore employee's recommendations as to what processes to follow when there is organisational restructuring with MES in future.

5.2 Main Findings

This section discusses the main findings in relation to the objectives of the study. The objectives will be addressed and discussed.

5.2.1 The alignment of the goals and objectives of MES with the employee's key performance indicators

This objective looked at the goals and objectives of MES and their aligned to the key performance indicators of the employees. It gained in sight to understanding how the employee's positions are in line with the overall objectives of the organisation.

The employee's positions have specific key performance indicators which are aligned with the organisation's goals and objectives. The spectrum of responses from the participants indicates that the employees understand clearly the objectives of MES as well as their key performance indicators. They were able to explain clearly how their key performance indicators correlate with the organisation's goals and objectives. This highlights that the organisational procedures regarding operational are emphasised from the day the employees start working within the organisation. The participants highlighted that their duties and their posts ensure that the organisation meets its goals and objectives.

According to Kriel (2007) the performance indicators guide the employee's daily duties. He further clarifies that these performance indicators can be used to evaluate the employee's performance ability. Thus, the key performance indicators are crucial to the organisational gaols and objectives. The goals and objectives of an organisation give direction to the mandate of the organisation. The correlation between the employee's duties and the goals of the organisation is a catalyst to the productivity of the organisation. Cascio (2012) clarifies that the alignment of the organisational goals and the employee goals allows the organisation to be able to assess whether the employee is contributing to the success of the organisation or not.

Based on the above, the researcher concludes that the key performance indicators of the employees are aligned to the goals and objectives of the organisation. The researcher was able to understand the alignment of the goals and objectives of MES with the participant's key performance indicators.

The next objective to be discussed looks at the ways in which the organisational restructuring affected the communication amongst the employees.

5.2.2 The effect of organisational restructuring on the communication amongst the employees

This objective looked at the effects of the organisational restructuring on the communication amongst the employees of MES and seeks to further understand the participant's experiences regarding the ways in which the organisational restructuring has affected the communication amongst the employees.

The results suggest that the organisational restructuring had a positive effect on the communication amongst the employees. The participants highlighted that the communication links within the employees has increased and there is interdependence between the departments. They all agreed that there is communication has improved and increased amongst the employees. The results further indicate that the organisational restructuring has affected the communication policy within the organisation. The participants highlighted that there has been changes in the communication policy which occurred during the restructuring process.

Manzoor (2012) argue that communication is one of the elements of the organisational culture. An increase in communication pattern has a positive effect on the work culture within the organisation. The literature confirms there is a relationship between organisational restructuring and organisational culture.

The researcher acknowledges that there is a strong correlation between the literature and the findings on the study related to this objective. Organisational restructuring has an effect on the communication amongst staff members. It has affected the communication positively.

The next objective to be discussed looks at the ways in which organisational restructuring affected the relationships and the interactions amongst the employees.

5.2.3 The effect of organisational restructuring on the relationships and the interactions amongst the employees

The objective looked at the effect of the organisational restructuring on the relationships and the interactions amongst the employees of MES and seeks to gain insight on the

participant's experiences in relation to the organisational restructuring and the ways in which it has affected the relationships and interactions amongst the employees.

The effect of organisational restructuring on the relationships amongst the employees at MES is positive. The participants indicated that they have developed good working relationships with their colleagues. This had a direct impact on the interactions amongst the employees. The interactions amongst the employees have improved because of the working relationship that they have developed. Relationships are influenced by the interactions amongst the employees. The participants have a positive experience in relation to the relationships and interactions amongst the employees since the organisational restructuring process occurred within MES.

Castro and Martins (2010) highlight that the employee's interactions are crucial in the stability of the organisation because negative or lack of interactions amongst the employees results in low levels of organisational productivity. The argument is that the increased interactions are enforced by the restructuring, thus it's the employee's reaction to the new environment.

The participants experienced an increase in the development of relationships and interactions amongst the employees. The organisational restructuring process had a positive effect on the relationships and the interactions amongst the employees. The researcher is confident that this objective was achieved.

The next objective to be discussed looks at what can be done to ensure that change in the organisation does not affect organisational culture negatively?

5.2.4 Ensuring that change in the organisation does not affect organisational culture negatively

This objective looked at what can be done to ensure that change in the organisation does not affect organisational culture negatively.

This objective highlights the suggestions from the participants on what can be done to ensure that organisational restructuring does not affect organisational culture negatively. The results led to identifying some suggestions that are common from the participant's responses. Their suggestions highlight the importance of communication, proper

planning prior to the change process and involvement of the employees. The participants were able to give their opinions and suggestions regarding what can be done to ensure that organisational change does not affect the culture of the organisation negatively.

Osterman (2004) defines corporate culture in short and simplest terms as the way things are done in an organisation. Corporate culture is manifested in the values and organisation's philosophies that organisation's leaders practice and become apparent in the attitudes and behaviours of employees. Therefore, it is crucial that organisations should guard against having the organisational culture to be affected negatively.

The success of the organisational change is directed by the culture within the organisation. Myron & Schuler (2004) indicates that culture is indeed a powerful set of forces that determine human behaviour and is known for defining people's behaviour and how organisations get things done either in positive or negative ways.

The researcher is of the opinion that this objective has been achieved in that the participants have highlighted their suggestions regarding what can be done to ensure that change in the organisation does not affect organisational culture negatively.

The next objective to be discussed looks at the recommendations as to what processes to follow when there is organisational restructuring with MES in future.

5.2.5. Employee's recommendations for future organisational restructuring processes within MES

This objective tapped into the participants holistic experiences of organisational restructuring and its effect on the organisational culture in order to obtain recommendations on what can be done to improve the restructuring processes in future within MES.

The results suggest employee recommendations on what can be done to improve the implementation of organisational restructuring in future within MES. Here the participants made reference to ideas that could be used in future implementations. Some of these included change management processes, good strategy development with

regards to future organisational change. The emphasis of employee involvement was recommended by all the participants.

Research has shown that the change needs to be managed and change management processes have been developed as strategy to ensure that organisations follow the required steps for the sustainability of the organisation (Galinsky & Bond, 2009). According to Manzoor (2011) during change management initiation stage, managers should invest much of their time in facilitating change and supporting employees through training, offering emotional support, and also motivating them.

The researcher is confident that this objective has been achieved as the employees have made recommendations on what can be done to improve the implementation of organisational restructuring processes in future within MES.

5.3. Conclusion

The aim of the study was to gain insight into MES employee's experiences of the organisational restructuring and its effect on the organisation's culture. From the aim, five research objectives were derived.

The study succeeded to explore the relationship between organisational restructuring and organisational culture at MES. The research study managed to achieve the aim as well as the objectives.

The research results indicate that there has been an improvement in communication amongst the employees. Communication is the key element of organisational culture. The communication policy was reviewed and revised during the change process. While the current joint meetings have encouraged communication links between the different departments. This has influenced interdependence amongst the employees. The organisational restructuring process had a positive impact on the communication aspect of the organisational culture.

In recent studies on change management communication has shown to be a catalyst to successful restructuring. There needs to be good procedure in keeping employees abreast of changes as they occur as this will assist in making them feel incorporated in change (Manzoor, 2012).

The findings have highlighted that relationships and interactions are intertwined. They are the patterns that give an organisation its cultural identity. There have been developments of good working relationships and positive interactions amongst the employees due to the restructuring processes. The change process increased employee engagement in relation to relationships and interactions. A broad conclusion can be drawn that there was relationship between the organisational restructuring and the organisational culture within MES.

McNamara (2008) further highlights that if the organisation's culture is one that encourages flexibility and is thus accommodative to new ideas, thus change will be accepted more easily. It involves the relations and interactions of the staff members. They contribute to the patterns within an organisation.

5.4 Recommendations

The following recommendations are proposed based on the research findings.

The perceptions and experiences of employees are critical to the success of an organisational restructuring process. MES management should concentrate on the human aspect of change interventions within the organisation. The importance of the involvement of the employees as well as change management processes in future planning should not be undermined.

The impact of the change processes on the organisational culture should be considered because culture forms the foundation of the sustainable change.

Change Management allows employees to adjust to their new working environment and to come to terms with the changes. Management should be seen to be at the forefront of the change management initiatives. MES management need to invest more on this initiative for future organisational restructuring processes.

5.5 Concluding Comment

The aim of the research was to explore the relationship between organisational restructuring and organizational culture at MES. The research identifies the aspects of the culture within MEs which were affected by the organisational restructuring process. The objectives of the research were achieved and the benefits of the research findings are two folds. Firstly, the management of MES will use the research findings to improve their restructuring processes, which will improve the effectiveness of future organisational changes. Secondly, the research enhances the understanding of how organisational restructuring affects the culture within the organisation, therefore, contributes to the Occupational Social Work literature.

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APPENDIX A: ETHICS CLEARANCE CERTIFICATE

Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Mangolela

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER H13/05/15**
PROJECT TITLE	The relationship between organizational restructuring and organizational culture at Mould, Empower and Serve (MES)
INVESTIGATOR(S)	Ms KF Mangolela
SCHOOL/DEPARTMENT	Human & Community Development/Social Work
DATE CONSIDERED	17/05/2013
DECISION OF THE COMMITTEE	Approved Unconditionally
EXPIRY DATE	11/08/2015

DATE 12/08/2013 **CHAIRPERSON** _____ (Professor T Milani)

cc: Supervisor : Dr C Tabane

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10003, 10th Floor, Senate House, University.

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to completion of a yearly progress report.**

_____ _____/_____/_____
Signature **Date**

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

APPENDIX B: PERMISSION LETTER

MOULD • EMPOWER • SERVE MOULD • EMPOWER • SERVE MOULD • EMPOWER • SERVE MOULD • EMPOWER • SERVE

MES
Changing the heart of the city!

HEAD OFFICE

16 Kapteijn Street
Hillbrow
Johannesburg
South Africa

Private Bag X33
Hillbrow 2038
Johannesburg
South Africa

T: +27 11 725 6531
F: +27 11 725 6572

info@mes.org.za
www.mes.org.za

18 February 2013

Attention: WITS University

RE: PERMISSION TO CONDUCT RESEARCH

We hereby give permission to Kgomotso Mangolela (ID no.: 780530 0356 081 and student no.: 9613857X) to conduct research within our organisation regarding the effects of restructuring on employees' work performance and organisational culture.

We are also delighted to assist the student in providing her with an environment in which she can execute the practical part of her master degree studies.

Please do not hesitate to contact me should you require any further information.

Thanks & regards,

Christelle Geringer
HR manager MES

Registered as a Section 21 Company
Reg. No. 1989/004921/08 / NPO No. 023-603-NPO / PBO No. 930003011 / Section 18A No. RG/0012/09/04

Directors: Prof AC Redelinghuis (Chairperson), Rev JH Windell (Vice Chairperson)
Mrs R Appelo, Ms J Bassingthwaighte, Mr R Boshoff, Mr TL de Beer, Mr L Gerber, Mr M Khaile, Rev J Krige, Dr T Maarschalk, Dr JC van der Merwe, Dr JWJ Viljoen

APPENDIX C: PARTICIPANT INFORMATION SHEET

The relationship between organizational restructuring and organizational culture at MES

Participant Information Sheet

Good day,

My name is Kgomotso Faith Mangolela. I am a student registered for a Master's Degree in Occupational Social Work at the University of the Witwatersrand. As part of the requirements for the Master's Degree, I am conducting a research study which explores the relationship between organisational restructuring and organisational culture at MES (Mould, Empower and Serve). It is hoped that the research study highlight how organisational restructuring influences the employees and the organisational culture. Thus as a result it will be benefiting the MES Management and the staff members as it can assist to policy making.

I, therefore wish to invite you to take part in this research study. Your participation is entirely voluntary and refusal to participate will not be held against you in any way. If you agree to take part, I shall arrange to interview you at a time and place that is suitable for you. The interview will last approximately 45-60 minutes. You may withdraw from the study at any time and you may also refuse to answer any question that make you feel is comfortable. Should you agree to participate in this study, please may I request that you sign the attached consent forms confirming to your involvement in the study.

With your permission the interview will be tape-recorded. No one other than my supervisor will access the tapes. The tapes and interview transcripts will be kept for five years after the study will be conducted. They will be kept for safety in a locked cabinet. As the interview will include sensitive issues, there is the possibility that you may experience some feelings of emotional distress. Should you therefore feel the need for support counselling following the interview, I have arranged for this service to be provided free of charge by Ms Tidimallo Kuzwayo. She may be contacted at 011 680-8038. Please feel free to ask any questions regarding the study. I may be contacted on 083 682 1039. If you have any other queries about the study please contact my supervisor Dr. Cily Tabane on cily.tabane@wits.ac.za.

Thank you for taking the time to consider participating in the study.

Yours Sincerely

Kgomotso Faith Mangolela (Masters Student)

APPENDIX D: PARTICIPANT CONSENT FORM

The relationship between organizational restructuring and organizational culture at MES

Consent form for participation in the study

I ……. hereby consent to participating in the research study. The process and procedures of this research study has been clearly and fully explained to me. I understand that my participation is voluntary and that I may withdraw at any point in time of the study and/ or refuse to answer any particular question without any negative consequences. I also understand that my responses will be kept confidential.

Name of participant ……

Signature ……..

Date ……..

Name of Researcher……

Signature ……..

Date ……..

APPENDIX E: PARTICIPANT CONSENT FORM FOR AUDIO TAPING THE INTERVIEW

The relationship between organizational restructuring and organizational culture at MES

Consent form for audio-tape recordings of the interview

I, hereby consent to tape recording of the interview. I understand that my name and personal details will be kept confidential and that the tapes will be destroyed five years after any publications arising from the study after completion of the study if there are no publications participating in the research study.

Name of participant ……

Signature ……..

Date ……..

Name of Researcher……

Signature ……..

Date ……..

APPENDIX F: INTERVIEW SCHEDULE

The relationship between organizational restructuring and organizational culture at MES

SEMI STRUCTURED INTERVIEW SCHEDULE

1. Identifying details

Years of employment in the organization:

Position:

Age:

18-25	
26-35	
36-49	
50+	

Gender:

Female	
Male	

2. Alignment of goals and objectives of MES with the employee's key performance indicators

- How are the goals and objectives of MES aligned to the employee's key performance indicators
- What are the goals and objectives of MES?
- How do these goals relate to your daily duties?
- What does your job description entail?
- What are the key performance indicators for your position?

3. Relationship between organizational restructuring and communication amongst employees

- How has organizational change and organizational restructuring affected the communication amongst employees
- What are the changes in the way the employees communicate with one another since the organizational restructuring has occurred?
- What changes are there in the organizational communication policy since the change occurred?
- How has the changes influenced the way the communication flows within the organization after organizational restructuring?

4. Relationship between the organizational restructuring and relationships amongst employees?

- How has the organizational restructuring affected relationship amongst employees?
- How has the changes influenced the way the employees relate with one another since the organizational restructuring occurred?
- What are the changes in the working relationships amongst employees after the organizational restructuring?

5. Suggestions as to what can be done to make change in organizational restructuring not to influence productivity negatively

- What is your suggestion regarding what can be done in future in order that the restructuring process does not influence the culture of the organisation negatively?

6. What would you recommend for future organisational restructuring process within MES

- What are the recommendations you can give regarding what processes to follow when there is change in organisational structure?

	APPENDIX G: TRANSCRIPT	
Sub themes		
	1. Interviewer: How many years have you been working for MES? Participant 4: 7 years Interviewer: What is your current position? Participant 4: Professional Nurse Interviewer: How old are you? Participant 4: 52 years old	
	2. Interviewer: Can you explain to me what are the goals and objectives of MES?	She knows the goals and objectives
	Participant 4: To help the homeless community to restore their human dignity through different services like health care, social work, training and housing. Interviewer: It is clear that you know them off by heart. How did you become so informed about them Participant 4: Hey, here at MES they put their objectives everywhere even in our contracts	
Employment contract	Interviewer: Can you explain to me the Key Performance Indicators for your position as a Professional Nurse?	
	Participant 4: To ensure that the patients get the best medical attention as possible. By ensuring that they are attended to all the time, and monitor their medication.	She is aware of her duties and the key performance indicators
	Interviewer: How are the goals and objectives of MES aligned to your performance indicators?	
	Participant 4: Giving the patients the best care and ensuring that they get better by providing nursing care and medication, I am able to give these homeless people their dignity and the respect they de-	