

**An examination of change management
processes on employees' job satisfaction in a
selected power station**

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DECLARATION

I, Nkosingiphile Reginald Ntusi, hereby declare that this mini-dissertation titled: ‘An examination of change management process on employees job satisfaction in Eskom: The case of Komati Power Station’ is my own work and that all material contained in the study are duly acknowledged. I declare that the content of this research project has never been submitted in any other institution for any qualification or other purposes.

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Ntusi N R (26906228)

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DEDICATION

This work is dedicated to my lovely parents, Mrs Phumelele Agnes Ntusi and Mr Bhekuyise Maxwell Ntusi, my brother Thamsanqa Ntusi, my sister Silindile Ntusi, my wife Mbalenhle Khumalo and my daughter Sinothando Ntusi.

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Team Winners. What a great team, our MBA group, which has been together through difficult times, understanding individual strengths and weaknesses but still promoting progress. I thank you for the contribution and support that you have shown me and making me proficient in delivering my tasks.

Finally, to the **North-West University**, I thank you for the opportunity for allowing me the permission to undertake this study.

ABSTRACT

This study set out to examine the impact of change management processes at Eskom and how change affects employees' job satisfaction. The study used Komati Power Station as a case study. Using a qualitative approach, the study interviewed twenty- two participants, who were selected through purposive sampling. The participants interviewed included managers, engineers, technicians, accountants and supervisors. The study findings indicate that employees at Komati Power Station are to an important extent dissatisfied with change processes and approaches, including the ways in which change is communicated and managed. For many employees, change has created anxiety, fear and panic regarding job security. The findings show that the change has had negative implications on work performance, mental attitudes to work, production, and the creativity of employees. The study recommends the need to communicate organisational change more efficiently and effectively. Trainings and workshops are among the recommended approaches in ensuring smooth change management.

***Keywords:** Change management, Job satisfaction, Job security, Communication, Skills, Leadership*

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CHAPTER 1: BACKGROUND AND INTRODUCTION

1.1 Introduction

One thing that is constant in the life of any organization is change. In the ever-evolving world, change has become a crucial phenomenon in the life of any organisation. Thompson, Strickland & Gamble (2010) observe that in the current business environment, many businesses function in industries characterised by rapid change that creates swirling market conditions and uncertainty. There are two main types of change: strategic and operational change (Armstrong, 2003). Strategic change deals with broad, long-term and organisation-wide issues such as strategic vision, mission and corporate philosophy (Armstrong, 2003). In contrast, operational change relates to new systems, procedures, structures and technology that have an immediate effect on work arrangements within a part of an organisation (Armstrong, 2003). Komati Power Station is undergoing both strategic and operational changes which have impacted job satisfaction. This has been influenced by how the leadership manages change.

In view of the above, a case study was conducted to investigate how change management process has affected job satisfaction in Komati Power Station. Komati Power Station is owned by the South African power utility Eskom. The study examines how change management process can successfully contribute to organisational sustainability and stability; in addition, it aims to probe how change management process can affect job satisfaction.

1.2 Background

Eskom was established in 1923 as the main generator, distributor and transmitter of electricity for South African citizens (Eskom, 2017). Since establishment, the company has gone through a series of change in structure, working guidelines, performance measures and strategies to adapt to internal and external changes (Eskom, 2018). These changes were implemented to ensure organisational sustainability and stability.

It has been noted that as the only power supplier in South Africa, Eskom has gone through numerous changes, ranging from organisational structure to a variety of leadership practices (Zuern, 2014). In 2018 alone, Eskom went through a number of changes. The appointment of the Chief Executive Officer (CEO), Mr Phakami Hadebe and the new Chairman, Mr Jabu Mabuza amongst other leadership changes took centre stage (Eskom, 2018 & Goldswain, 2018). Other than leadership change, Eskom is intending to shut down some of its power stations including Komati Power Station (Eskom, 2018; Seeth, 2017 & Williams, 2017).

Komati Power Station was established in 1950 on the farm known as Koornfontein. Unit 5 was commissioned as the first unit in November 1961 and Unit 9 was the last unit that went through commissioning stages in March 1969 (Eskom, 2018 & Goldswain, 2018). According to Steyn, Burton & Steenkamp (2017) and Eskom (2018) power stations can operate for a certain period; and when they reach their age-based life expectancy, they can either be shut down or refurbished. The announcement to shut down Komati Power Station (Williams, 2017; Seeth, 2017 & Eskom, 2017) has significantly affected employees' attitude and has resulted in job insecurities. Eskom is a government entity, hence possible recovery processes through change should be taken for the migration of employees to other power stations (Eskom, 2017 & Eskom, 2018).

1.3 Problem Statement

Change management is increasingly becoming crucial to overall business management (Todnem, 2005). To succeed in the new organisational environment, organisations have focused their attention towards change management processes as an integral part of their strategic business process (Burke, 2017). Through the course of change management processes, new systems are introduced, procedures and structures are changed, roles may be assigned and reassigned, and staff rationalisation could be affected (Ose-Bonsu, 2014). The aforementioned could have immediate and significant effects on employees within the organisation. If not properly managed this may lead to work and attitude challenges that include job dissatisfaction among other things (Ose-Bonsu, 2014).

As a result of the above mentioned, Eskom Komati Power Station employees have experienced dissatisfaction due to the improper management of change. Eskom has determined that it is not economically viable to extend the life of Hendrina, Komati Camden and Grootvlei beyond their age-based life expectancy (Eskom, 2017). This has created uncertainty and has adversely affected employees' work attitude. In this case, employees inevitably respond negatively to change due to increased work pressure and stress often associated with the change process (Self & Schraeder, 2009). Moreover, Eskom employees are concerned with the magnitude of change and its effect on their jobs. Thus, the extent of planning and the entire management of Komati's change process plays an important role since it is a major concern for employees (Korsgaard, Brodt & Whitner, 2002). If Komati would follow suit (Griffin, West & Buckling (2004), the organization would enhance the support of employees to change and would in the process, improve their psychological well-being.

The problem statement raises pertinent research questions that are listed as follows:

- a. What are the change management processes in Komati Power Station and how do they impact on employees in that organization?
- b. How does the organisational change management communication and leadership aspect affect employees?
- c. To what extent are change management processes in Komati Power Station responsive or non-responsive to job satisfaction among employees?
- d. In what ways can change management in Eskom be shaped to enable job satisfaction?

1.4 Objectives and Research Questions of the study

1.4.1 Primary objective

This research aims to examine how Komati Power Station's organisational change management process impacts on employees' job satisfaction.

1.4.2 Secondary objectives

More specifically, this research seeks to:

- i. Determine the extent in which the change management approach employed in Komati Power station advances or undermines job satisfaction

- ii. Determine whether employees job satisfaction is a central factor in the choice of change management processes within the Komati Power station
- iii. Understand the job satisfaction gaps and opportunities in the change management processes of the Komati Power station

1.4.3. Research Questions

In similar fashion, the research questions are as follows:

- (a) To what extent does change management process in Komati Power station advance or undermine job satisfaction among employees?
- (b) To what extent is job satisfaction a central factor in determining change management processes in the Komati Power station?
- (c) What are the job satisfaction related gaps and opportunities in change management processes of the Komati Power Station

1.5 Scope of the study

The study focuses on the Komati Power station, which is located in the Nkangala district of Mpumalanga Province. The findings from this study cannot be generalised for every power station or power utility. It is important to note that the limitations do not necessarily compromise the quality of the study. By and large, the study aims to gain a deeper understanding on how the change management process affects job satisfaction.

1.6 Research design and methodology

The research employed a qualitative methodology, targeting a total of twenty two employees in the Komati Power station. These employees were selected purposively, and, face to face interviews were administered to them. The data was then analysed thematically.

1.6.1 Literature review

The theoretical framework of change management and how it affects job satisfaction was conducted through a broad search for published research findings on related topics. Literature review on change management and job satisfaction; concepts and processes are reviewed in detail in chapter two.

1.6.2 Empirical study

The qualitative research method was used through a case study approach in order to understand what is happening in each critical case in order to allow logical generalisations. The research methodology for the study is discussed in chapter 3.

1.7 Significance of the Study

On a general level, this study adds to the existing knowledge of change management strategies within Komati Power Station. More specifically, the study will go a long way in shedding light on the success or otherwise of change management within the Komati Power station, and the consequences on employees thereof. The study's findings can be used to improve change management procedures and outcomes, and in effect create a productive labor force. What is more, the sustainability of the station largely relates to employee satisfaction especially through cycles of organizational change. If change management processes are not responsive to employees concerns or expectations, the organization is likely to incur not only loss of laborforce but also financial losses. Adapting to change in a strategic way cushions the above negative impacts. The findings and recommendations of this study are therefore an opportunity for the Komati power station to implement more effective and sustainable change management processes for optimal organizational performance.

1.8 Chapter layout of the study

The study is outlined in five chapters as follows:

Chapter 1: Nature and scope of the study

Chapter 1 is an introduction to the study. It provides background and an overview of the plan of the research. The problem statement, research objectives and research questions are outlined.

Chapter 2: Literature review

Chapter 2 provides a literature review on previous studies relevant to change management within an organisations.

Chapter 3: Research methodology

In Chapter 3, the qualitative research methodology that is used is discussed in detail and is aligned with the objectives of the study.

Chapter 4: Data presentation, interpretation and discussions

Chapter 4 presents and analyses the research findings on change management process and job satisfaction of employees at Komati Power Station.

Chapter 5: Summary of findings, Conclusion and Recommendations

This chapter summarises the key findings of the study and provides recommendations and a conclusion.

1.9 Conclusion

This chapter provided an introduction and a brief background to the study. It has also highlighted how changes in Eskom have affected employees. The research problem was formulated and discussed, and the research methodology that will be used was outlined. In addition, the scope, limitations and layout of the entire study have been provided. The next chapter discusses the literature review on change management and job satisfaction.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The previous chapter discussed and explained the background, problem statement and objectives of the study. This chapter reviews the relevant literature highlighting the scope of knowledge under investigation. The chapter describes how the study relates to existing research on change management including its processes, communication of change and impact of change in job satisfaction within the business environments and the challenges of adapting to change for positive outcome. These are some of the key factors that are prominent in the discussion of change management. Engaging these concepts provides the theoretical framework that is pertinent to this study.

In practice, employees often respond negatively to change due to ambiguity of the intended goal, increased work pressure and stress often associated with the change process (Self & Schraeder, 2009; Jones *et al.*, 2008). In addition, research has found that employees are also concerned about the magnitude of change and how it impacts on their job (Bartunek, Rynes & Ireland, 2006). Therefore, the extent of planning and the entire management of a change process plays an important role since it is a major concern of employees and creates uncertainty (Korsgaard *et al.*, 2002). According to Griffin *et al.*, (2004), planning by management enhances employees' change efforts and psychological well-being.

2.2 Change management concepts

2.2.1 Change

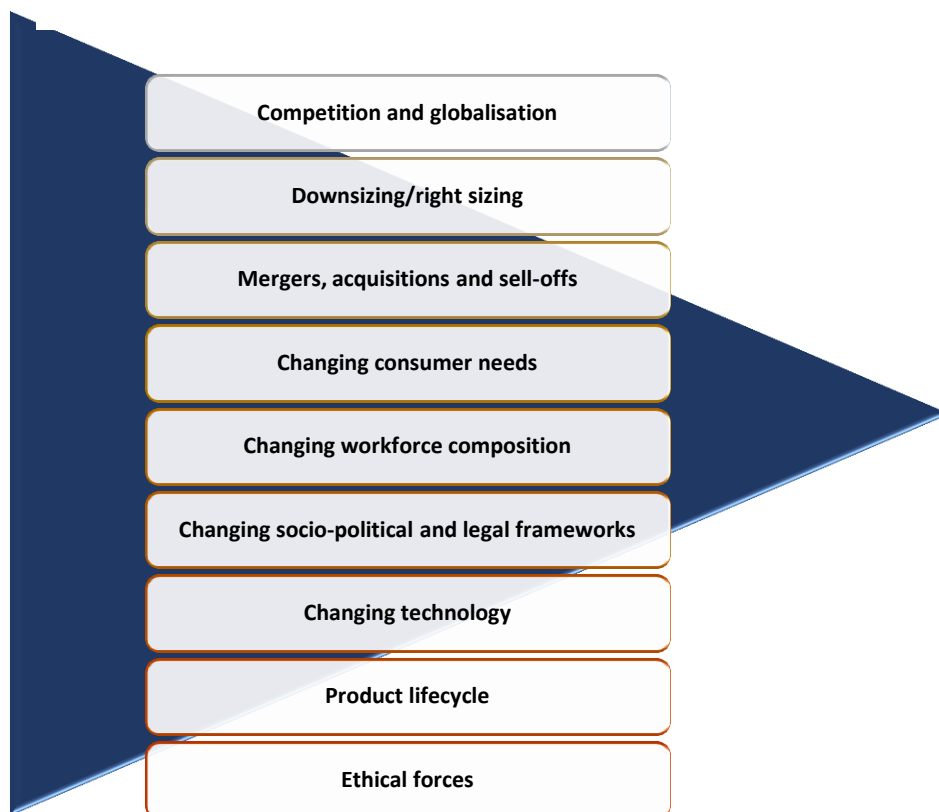
Change is unpredictable, just as the implications of change itself are unpredictable (Bryman & Bell, 2015). Newstrom & Davis (2002:337) define change as any alteration occurring in the work environment that affects the ways in which employees must act. These changes can either be planned or unplanned, catastrophic or evolutionary, positive or negative, strong or weak, rapid or slow and may either be stimulated by internal or external forces (Newstrom & Davis 2002:337). Van Tonder (2004) indicates that change can simply be defined as a process through which a phenomenon turns into something else over time.

On the other hand, Cummings & Worley (2009) define organisational change as a broader concept than organisational development which can be applied to any kind of change including; technical, managerial innovations, organisational decline as well as the evolution of a system over time. The implication of this is that the organisational management should deal with the organisational change, in order to survive and progress effectively in a competitive environment (Todnem, 2005).

2.2.2 Forces of change

In order to effectively deal with change organisations we need to understand the forces that drive the change (Bagraim, Cunnigham, Potgieter & Viegde (2017:425). A number of forces that may be internal or external pushes the need for change. External forces that have an impact on South African organisations include the following:

Figure 2-1: Forces of change



Source: Bagraim, *et. al.*; (2017:425)

Amongst other things; amendments to the South African labour law which came into effect in April 2015; requires organisations to reconsider their employment arrangements (Part & Part, 2008). Recently, South Africa has experienced consumer and community protests against poor service delivery (Bagraim *et al.*, 2017:425). Organisations are constantly challenged to meet international standards, reduce costs and become leaner. Ethical, social and environmental issues are also currently challenging organisations (Bagraim *et al.*, 2017:425). These forces highlight the need for organisations to have the capacity to change.

Internal forces that impact change can sometimes come from human resources problems such as low productivity, high labour turnover and job dissatisfaction (Huselid, 1995 & Bagraim *et al.*, 2017:426). All organisations develop to a point where decline or decay occurs. Ideally, this point should be anticipated as early as possible, considering that late interventions may lead to a collapse. Innovative organisations which are referred to as “resilient organisations” have an ability to act with speed, are transparent and are accountable in their decision-making process (Bagraim *et al.*, 2017:426).

The current organisational change in Eskom and in particular, at the Komati power station, is influenced by the changing workforce composition, changing socio-political and legal frameworks as well as plant life-cycle (Moerdyk, 2015:256-256).

2.2.3 Dimensions of change

Change and change efforts vary along a number of dimensions which include change magnitude (incremental or radical), planned or spontaneous change and the extent to which employees are involved with and participate in the change process (Kotter, 2008 & Lewis, 2011). In the first dimension, change happens gradually, and it is referred to as the first order change. The second dimension also referred to as the second order change happens radically (Moerdyk, 2015:256-258). Four approaches can be used in these dimensions:

- a. Incremental approach: any changes made within the organisation should remain stable, gradual and continuous with the existing status quo. This change is based on consensus, collaboration and participation. Adversely, employees may see this more coercive than voluntary and may imply that the

change process is individually owned by employees rather than driven by top management (Moerdyk, 2015:256-258).

- b. The transformational/revolutionary approach: this approach argues that continuous small changes are unsettling and that fewer large shocks to the system are preferable to ongoing change (Moerdyk, 2015:256-258). Environmental changes often result in discontinuous changes which occur regularly and need to be faced. The discontinuous change approach is most favourable in rapid change and it is more cost effective as it does not promote continuous change (Senior, 2002). However, Luecke (2003) argues that large and sudden change leads to the development of defensive behaviour, high complacency, inward focus and the routinisation of behaviour.
- c. The punctuated equilibrium approach: employees employ both the continuous and discontinuous approach dependant on the situation at hand (Moerdyk, 2015:256-258)
- d. The continuous transformational approach: this approach rests on the assumption that change outcomes are often open-ended and cannot be predicted. It recognises that change is continuous (Moerdyk, 2015:256-258).

The second dimension of change is that it can either be planned or spontaneous. There are no guarantees that planned change will lead to expected outcomes. Proper situational analysis and careful planning of the change process helps mitigate unexpected results (Moerdyk, 2015:256-258). When change happens spontaneously, the results cannot be predicted, except that it is unlikely that they will be separate from what management wants (Moerdyk, 2015:256-258).

The third dimension of change is the extent to which employees are consulted or whether change is imposed by top management. Change efforts may fail due to certain organisational and individual barriers to change (Kotter & Schlesinger: 2008). The lack of change agents may adversely affect change as agents understand the reason behind the change and tend to effectively communicate this to the rest of the organisation (Moerdyk, 2015:256-258; Kotter & Schlesinger: 2008).

The reality of change is that there are no clear-cut benefits for all parties involved (Newstrom & Davis, 2002:342). Despite management's best efforts in supporting organisational behaviour, change is not always welcomed. Employees often resist

change because it threatens their need for security, social interaction, status, competence or self-esteem (Newstrom & Davis, 2002:342). The fear of the unknown, a reduction in personal fulfilment, real/perceived stress, loss of status, loss of equilibrium and personal power are all considered. Change is predominantly resisted based on three theories that include; self-interest, personality, social psychological (Moerdyk, 2015: 273).

2.3 Theory and the practice of change management

Moran and Brightman (2001) define change management as the process of continually renewing an organisation's direction, structure and capabilities to assist the ever-changing nature of internal and external clients. Change is a universal aspect of business in modern organisations and it cuts across the overall aspects of organisations, both at an operational and strategic level (Burnes, 2004). There is no doubt about the importance of the organisational ability to seek and identify where it needs to locate itself in the future, and more importantly; how it should manage the changes that are required to get there. The implication therein results in organisational change influencing organisational strategies (Burke, 2017).

The importance of organisational change increasingly forces management to acquire competent managerial skills that are relevant to the changing environment (Senior, 2002). Therefore, for contemporary businesses to survive market pressures, they should prioritise issues surrounding change management systems (Gue; 2014). Research depicts that organisational actions and individual differences in employees' dispositions and perceptions have an impact on organisational change (Pasmore, 2011). Even with a small change in organisational operations, employees are likely to experience high levels of uncertainty and, in extension, employees working in companies undergoing comparatively more change might experience psychological trauma (Cullen, Edwards, Casper, & Gue; 2014).

2.3.1 The change management model

Different theoretical approaches have been used to understand change management processes in the business framework (Headman & Kalling, 2003).

a) Kotter's model for change

This is one of the most acknowledged models for change (Kotter, 2012). The Kotter's model consists of eight steps representing a systematic change process.

Figure 2-2: Kotter's eight-step model of change



Source: Kotter (1996)

1. Create a sense of urgency

The first step of Kotter's 8 Step Change Model is the most important step according to Kotter (1996). By making employees aware of the need and urgency for change, support will be created (Kotter & Schlesinger, 2008). This requires open, honest and convincing dialogue. This convinces employees of the importance of taking action (Kotter, 2012). This could be accomplished by talking to them about the potential threats or by discussing possible solutions.

2. Create a guiding coalition

It is a good idea to establish a project team that can occupy itself with the changes that the organization wants to implement. This group manages all efforts and encourages the employees to co-operate and take a constructive approach (Kotter, 2012; Boaz & Fox, 2014). Preferably, this coalition is made up of employees working in different jobs and positions so that all the employees can rely on the group and identify themselves with the team members. Because of the open character, the groups can also function as a sounding board, which enables open communication (Paine, 1994).

3. Create a vision for change

Formulating a clear vision can help everyone understand what the organization is trying to achieve within the agreed time-frame. It makes changes more concrete and creates support to implement them (Kotter, 2012). The ideas of employees can be incorporated in the vision, so that they will accept the vision faster. Linking the adopted vision to strategies will help employees achieve their goals.

4. Communicate the vision

The most important objective of step 4 of Kotter's 8 Step Change Model is to create support and acceptance among the employees (Kotter, 1996). This can only be achieved by talking about the new vision with the employees at every chance you get and by taking their opinions, concerns and anxieties seriously (Kotter, 2012). The new vision must be fully adopted across the entire organization.

5. Remove obstacles

Before change is accepted at all levels, it is crucial to change or, if necessary, remove obstacles that could undermine the vision (Kotter, 1996 & Kotter, 2012). By entering into dialogue with all employees, it will become clear who is resisting the change (Kotter, 2012). To encourage acceptance of the vision by the employees, it helps when their ideas are incorporated and implemented in the change process.

6. Create short-term wins

Nothing motivates more than success. Create short-term goals so that the employees have a clear idea of what is going on. When the goals have been met, the employees will be motivated to fine tune and expand the change (Kotter, 2012). By acknowledging and rewarding employees who are closely involved in the change process, it will be clear across the board that the company is changing course (Kotter, 2012).

7. Consolidate improvements

According to John Kotter, many change trajectories fail because victory is declared too early. However, change is a slow-going process and it must be driven into the overall corporate culture (Kotter, 2012). Quick wins are only the beginning of long-term change. An organization therefore needs to keep looking for improvements.

Only after multiple successes have been achieved, can it be established that the change is paying off (Kotter, 1996).

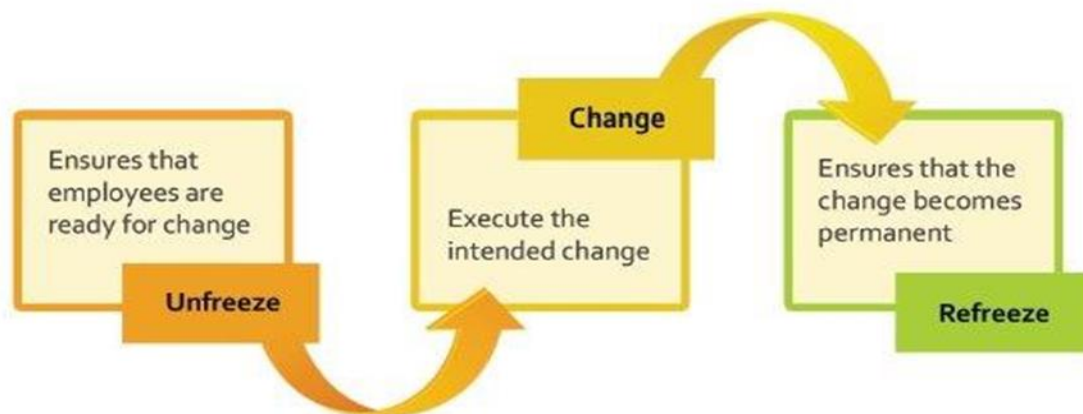
8. Anchor the changes

This is the last step of Kotter's 8 Step Change Model. A change will only become part of the corporate culture when it has become a part of the core of the organization. Change does not come about by itself (Kotter, 2012). Values and standards must agree with the new vision and the employees' behaviour must provide a seamless match. Employees must continue to support the change. According to Kotter (1996), regular evaluation and discussions about progress help consolidate the change.

b) Lewin's change model

According to Lewin (1951), the change model is one of the earliest theories that provide a general framework and foundation for understanding organisational change.

Figure 2-3: Lewin's change model



Source: Lewin (1951)

These steps in the Change Model provide an understanding to Change Management and are central to discourses on Change Management. Cummings and Worley (2008) describe these three steps of the change process as follows:

- **Unfreezing:** This initial step involves reducing the forces maintaining the organisation's behaviour at its present level. It entails introducing information

that shows the discrepancies between desired behaviours and the behaviour currently exhibited by employees (Cummings & Worley, 2008; Lewins, 1951).

- **Moving:** The second step involves shifting the behaviour of the organisation, department or individual to a new level (Lewins, 1951). It entails intervening in the system to develop new behaviours, values and attitudes through transformation in the organisation.
- **Refreezing:** The last step involves stabilizing the organization at a new state equilibrium. It is the use of a supporting mechanism to reinforce the new organizational state in terms of organizational culture, policies, processes, structures or systems (Cummings & Worley, 2008).

The model provides information on what the process of organisational change management entails. It can be said that the process is not as simple as it appears, it rather indicates an introspective of potential effects likely to emanate through the process. Thus, this research seeks to examine the change management processes on employee's job satisfaction in Eskom, using the Komati Power Station as a case study.

c) A systems model of organisational change

According to Bagraim *et al.*, (2017:427) a systems model of organisational change depicts a notion that the organisation is an open system that continuously interacts with its environment. This model provides a global look at the factors that influence the organisational inputs, transformation process and transformation results (outputs) (Kotter, 2007). As leaders and managers anticipate internal and external forces that necessitates change; top management must establish a sense of urgency about the need to change and must maintain the momentum of the process (Bagraim *et al.*, 2017:427; Kotter, 2007).

There are many other models that can be adopted during organisational change and these are dependent on case to case. Though there are a number of change models that could be employed, in order to successfully implement change, it is critical to have a set framework to deploy change and failing to account to employees' reactions could be dire (Bagraim *et al.*, 2017:427).

2.3.2 Change management process

Armenakis & Bedeian (1999) reviewed the literature on the organisational change theoretical framework using a longitudinal research approach between 1990 and 1998. Armenakis & Bedeian (1999) observed themes that cut across the discourse on organisational change. These include:

- *Content issues* which largely focus on the substance of contemporary organisational changes (Alvesson & Sveningsson, 2015; Armenakis & Bedeian, 1999).
- *Contextual issues* which principally focus on forces or conditions existing in an organisation's external and internal environments (Armenakis & Bedeian, 1999).
- *Process issues*, which address actions undertaken during the enactment of an intended change (Armenakis & Bedeian, 1999).
- *Criterion issues* which deal with outcomes commonly assessed in organisational change efforts (Armenakis & Bedeian, 1999).

Though the broad aspects of change management were investigated, Armenakis & Bedeian (1999) acknowledge that organisational change literature continues to be responsive to the dynamics of contemporary workplace demands. Todnem (2005) indicates that the successful management of change is important to any organisation to sustain itself in this competitive and evolving environment.

Oakland & Tanner (2007) observe that there are challenges associated with organisational initiatives to change. They have also identified common factors that facilitate a successful management of change. Successful change focuses on both strategic and operational issues which need to be understood, measured and improved (Todnem, 2005). Therefore, the link between these two key features is effective to ensure that change is effective (Oakland & Tanner; 2007). Primarily, readiness to change and strategic implementation is key to ensure successful organisational change. If these elements are omitted, people may resist change.

Waddell & Sohal (1998) suggest that resistance to change is problematic towards attaining successful change within the organisation only if there is a mismanagement

of resistance. Moreover, change management is successfully implemented with the management seeking rightful techniques to carefully manage resistance to change, looking for ways to utilise it rather than trying to overcome it, which is typical of the classical management theory (Todnem, 2005).

Techniques used in change management are critical when engaging the process of change management within the organisations and managing change processes is imperative to ensure a successful change management (Waddell & Sohal, 1998 & Todnem, 2005). Amongst other things, change that is well communicated is imperative for change success (Waddell & Sohal, 1998)

2.3.3 Importance of communication in change management process

According to Gustin (2008) change management is a loosely defined term that refers to a broad array of activities and initiatives that occur in the workplace. Gustin (2008) further notes that a change management programme must integrate those programmes that are pertinent to change, such as communication, training and testing, programme planning, market analysis and implementation of new policies and procedures. Therefore, adjusting and adopting to change should be the focus of organisations. However, there are prominent aspects of change such as communication and involvement (Waddell, & Sohal, 1998; Gustin, 2008).

Sekaran & Bougie (2016) allude to the same point that in any business setting, effective change management programmes must include communication. This implies that communication is at the core of the change management programmes. Change itself should be communicated to both internal and external audiences of the organisation (Sekaran & Bougie, 2016). The provision of timely information on the various stages of implementation and management of change remain prerequisites to an effective change management approach (Gustin, 2008).

According to Coffey, Garrow and Holbeche (2002:166); communication should not be perceived as a passive concept. However, change should play a vital role in reducing anxiety, managing expectations, demonstrating concern, promoting integration, building new networks, building trust and commitment, encouraging involvement through feedback and two-way communication, and promoting

behaviour changes (Coffey, Garrow and Holbeche, 2002:166). Muller (2006) points out that a marketing approach prioritising communication is likely to generate high levels of production. Communication also ensures that employees are involved in the planning and design of change. The implication of this is that the employees will become part of supporting and soliciting their inputs which will foster commitment to change (Gustin, 2008).

As Duck (2001) points out, during periods of organisational change, informal networks of communication are often disrupted or destroyed; and it takes longer for people to do their work and to figure out who to talk to as networks need to be rebuilt. Kotter and Schlesinger (2008) encourage the change leader to consider the following methods for managing resistance to change, in support of the internal and organisational forms of resistance to change:

- Where the resistance to change is as a result of an employee's lack of information, the change leader should use education to communicate the reasons for the desired change, thereby encouraging greater support for the change initiative (Gill, 2002 & Lewis, 2011). This method can be time-consuming as it involves larger groups of stakeholders (Kotter & Schlesinger: 2008).
- In those instances where the change leader requires more commitment towards the change initiative from employees, participation should be encouraged by requesting the employees to become involved in the design or implementation of the change initiative (Nielsen, 2012). Participation helps to increase grassroots support for change, however, it could also lead to problems if the employees lacked the necessary expertise to develop effective plans (Kotter & Schelsinger: 2008).
- When employees fear that they cannot make the necessary adjustments needed to support the change initiative, the change leader should then provide further skills training and emotional support (Kotter, 2012; Kotter & Schlesinger, 2008). This approach works best with employees who are unable to make adjustments; however, it can be time-consuming and expensive (Kotter & Schlesinger, 2008).

- When powerful groups or stakeholders resist the change because they may lose out as a result of the change, the change leader should make use of negotiation or even offer incentives to those employees who comply with the change (Fullan, 2001; Kotter, 2012; Kotter & Schlesinger, 2008). This is a relatively easy, but expensive way to defuse major resistance to change (Kotter & Schlesinger, 2008).
- When the time required for change is limited and timing is essential, the change leader could make use of coercion by threatening potential job loss, by either transferring or losing promotion opportunities for those employees who do not comply with the change initiative (Fullan, 2001; Kotter, 2012). However, while this method may help to override resistance quickly, Kotter and Schlesinger (2008) caution the change leader against the potential for intense resentment for the use of this method during a change initiative.

Importantly, strategic and integrated communication has been central to many theoretical approaches. For instance, the study by Postmens (2003) posits that the management theory proposes that interpersonal communications along with the social processes is vital. Similarly, stressing on the relationship between communication and commitment, Postmes, Tanis & De Wit (2001) indicate that vertical communication (formal and informal) is highly related to organisational commitment at all levels. Brashers (2001) reviews and extends a theory of uncertainty management alongside findings of contemporary studies. The study indicates the importance of communication in uncertainty management within the health sector.

However, communication has become an intense essential tool to propel organisational functioning and management (Duncan & Moriarty, 1998; Aladwani, 2001; Leonard, Graham & Bonacum, 2004; Palmer & Dunford, 2008; Paton & McCalman, 2008; Day, Van Niekerk & Okumus, 2017; Doppelt, 2017). Relentless communication is imperative and needed to underscore the importance of the intended change. Contemporary management issues need to be engaged from top-bottom, bottom-up and horizontal approaches (Doppelt, 2017). Change is inevitable (Choctaw, 2016) and when it occurs, organisations need to be ready to employ

tactical strategies to attain stability and sustainability to which communication is central (Todnem, 2005). This research will review the importance of communication on the change management system at Komati Power Station.

2.3.4 Understanding the successful implementation of Change Management

D'Ortenzio (2015) suggests that successful organisations embrace and adopt new possibilities, new policies and procedures, new products or securities, new technology, new behaviours, and new processes such as methodology and various patterns. These techniques, tools and processes are utilised to achieve organisational outcomes to make a successful transition towards the adoption of the reality of change (D'Ortenzio, 2015). Similarly, Kilpmaa (2006) relates employee transition to emotional reactions, noting that this is important in designing change management systems and processes. In order to successfully implement change, it is important that management establishes several options for employees to deal with internal and external changes (Kilpmaa, 2006).

For an organisation to survive the change process, the organisation should review its strategy, performance, technology and processes on a regular basis to understand the required changes (Hiatt, 2006). Additionally, the organisation should concurrently assess the effect of business change on its employees and take into account the culture, values, history and capacity that the business has for change. McLean (2005) articulates that change management is only successful if the implementation has the support, participation and dedication from decision-makers in the organisation. Similarly, Yanker (2006) believes that the success to change management interventions lies in the use of organised processes to identify problems, find solutions and implement solutions. This would require that the organisation involves its employees when identifying problems, unlike leaving organisational managers to be the ones dealing with the whole process, because it affects everyone within the organisation. However, having said that, the potential challenges likely to be experienced on issues regarding change management procedures seem to be missing in literature.

Apart from that, Hewitt (2013) identified a different approach to the effect of change that it is directly proportional to employees and management change which includes understanding employees' career paths, their motivation and development, their decision making and the influence of co-workers to sacrifice for the benefit of an organisation. According to Naidu (2008), management decisions have a significant impact due to high demands where the market has been placed on the organisation. Employees are kept under extreme levels of stress that create resistance to change and therefore increase chances of the organisation suffering due to a lack of commitment (Todnem, 2005). Eskom has a duty to create and keep the business going forward and ensuring that there is no major impact such as employees feeling insecure. Employee's emotional states of being are critical in change implementation (Todnem, 2005).

2.4 Job satisfaction concepts

2.4.1 Job satisfaction

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work (Aziri, 2011 & Isma, 2012). This is contrary to self-satisfaction, happiness or self-contentment, but rather satisfaction on the job (Aziri, 2011). Job satisfaction is described as any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say, "I am satisfied with my job". Ismal (2012) defines job satisfaction as the general attitude or employees' feelings about their jobs, including components such as working conditions, environment, communication mechanisms towards their colleagues and equitable rewards.

Brief (1998) argues that job satisfaction is one's feelings and thoughts towards one's job that are expressed affectively or cognitively to some degree of favour or disfavour to the experience. Hence, job satisfaction represents emotional, feeling and thought, and perception of employees towards their workplace in various perspectives (Munir & Rahman; 2015). Hence, the purpose of this study was to identify how the change experience within the organisation affected the job satisfaction of Komati Power Station employees.

2.4.2 Barriers to job satisfaction

In a systematic approach to identifying key issues during organisational change, Oreg (2006) developed a model building on Piderit's (2000) definition of resistance to change as a multi-dimensional attitude comprising of affective, cognitive and behavioural components. According to Milner (2009), the following are the components of attitudes:

- *The cognitive component* is the aspect of an attitude that is a description of a belief in the way things are. It is established perception about the attitude object. The cognitive component reflects how one thinks about the change (e.g. is it necessary? will the outcomes be negative?) (Milner, 2009).
- *The affective component* implies the emotional or feeling segment of an attitude. It represents positive or negative evaluations of the attitude object. The affective component reflects how one feels about the change (e.g. angry, upset) (Milner, 2009).
- *The behavioural component* of an attitude refers to an intention to behave in a certain way towards someone or something. It is the motivation to engage in behaviour with respect to the attitudinal object (Milner, 2009). Behavioural component refers to actions or intentions to act in response to the change (e.g. trying to be involved in working parties; complaining about the change).

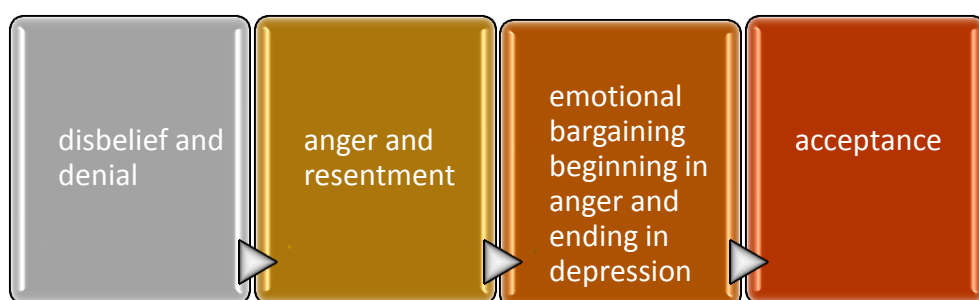
Oreg's (2006) model in the context of a merger of two organisational sub-units, examined how perceptions of anticipated change outcomes (power and prestige, job security and intrinsic rewards) and perceptions of the change process (trust in management, social influence and information about the change) were associated with the three components of change resistance (Oreg, 2006 & Todnem, 2005). The results showed that anticipated change outcomes were associated with the affective and cognitive dimensions of resistance; while perception of the change process was associated with the behavioural component, and to some extent for affective and cognitive resistance (Oreg, 2006).

Notably, the resistance components were significantly linked with organisational outcomes that include job satisfaction, intention to quit and continuance commitment (Martin, 2008 & Oreg, 2006). Oreg (2006) emphasises the need to examine

employees' subjective experiences of change, whether these may be negative or positive. Findings from such research will enable organisations to reveal the specific factors, which contribute to employees' acceptance of, as well as resistance to change (Jones, Watson, Hobman, Bordia, Gallois & Callan; 2008). Moreover, it will assist change agents in modifying their intervention efforts. Ultimately, the needs of employees during change processes will be adequately addressed and ensure seamless transitioning (Oreg, 2006).

Transitioning employees through change is not an easy task. It requires formal programs to be introduced gradually and managed with care (Oreg, 2006). Change threatens old organisational lifestyles; this leaves employees in a defensive state which is accentuated by low levels of trust within the institution and cultural shock (Martin, 2013). Resistance to change by individuals is one of the primary reasons that change initiatives fail at all levels and become a stumbling block for transition (Todnem, 2005). Unless the different stages are recognised and dealt with, employees will resent change (Jones, *et al.*; 2008). Additionally, employees will have difficulty to reach the acceptance stage and the risk of failure is significantly increased. Mirvis (1985) further claims that employee reactions to change pass through four stages depicted below:

Figure 2-4: Reactions to change



Source: Mirvis, (1985)

2.4.3 Dimensions of job satisfaction

Job satisfaction has two different dimensions; these are intrinsic and extrinsic. Intrinsic job satisfaction relates to the way an employee feels about the actual tasks to be performed at the workplace (Roos, 2008). On the other hand, extrinsic job

satisfaction relates to the way employees feel about the surrounding work environment that is external to the workplace tasks (Hirschfeld, 2000). Job satisfaction is considered an important attitude because of the following factors.

- Job satisfaction is directly linked to the employees' well-being and life satisfaction (Judge & Watanabe, 1993).
- Managers believe that job satisfaction is a key attribute that influences employee's behaviour and in turn affects organisational effectiveness (Hirschfeld, 2000).

On the other hand, Ayene and Popoola (2008) suggest that job satisfaction consists of three dimensions:

1. Job satisfaction refers to an emotional response towards a job situation in such that it cannot be visible but only inferred.
2. Job satisfaction is determined by an accuracy outcome of meeting or exceeding demand expectation. An organisation's participants dedicating themselves by putting in extra effort but receiving fewer rewards can see this, and they will probably have negative attitudes towards their work (Ayene & Popoola, 2008). On the other hand, workers will be productive provided that they feel that they are well treated.
3. Job satisfaction represents many related attitudes that are mostly significant characteristics for a job that employees have an effective response to (Ayene & Popoola, 2008). Job satisfaction in most cases will be determined by how much an organisation is paying employees, their benefits, supervision and work load (Masemola: 2011). Job dissatisfaction has been the central important factor on industrial psychology for many years. Aziri (2011) mentions job satisfaction as an effective orientation on individuals' positions towards their given roles.

2.5 Theory and practice of job satisfaction

Job satisfaction is an important job-related attitude that affects workplace behaviour and performance (Moerdyk; 2015:31). The individual's experience in a particular work situation may lead to changes in the employees' attitude and behaviour and may even lead to turnover behaviour. Job satisfaction of employees and their

motivation to work efficiently is key when an organisation is meant to achieve and sustain success as well as remain competitive in their industries (Roos, 2005). Employees tend to perform better when they feel good about their jobs, therefore; a positive relationship exists between job satisfaction and motivation (Ayub & Rafif, 2011:58).

Job satisfaction comes as a result of allowing employees to be self-directed and have strong relationships with fellow workers. Shmailan (2016) alludes that successful organisations know that employee job satisfaction, performance and employee engagement is crucial. This enables the employees to have good relationships with other employees and leads to improved performance (Shmailan 2016 & Dessler, 2011). Successful organisations require that their employees should perform at high levels in order to achieve their strategic aims and keep their competitive advantage (Dessler, 2011).

In contrast, it is inarguable that dissatisfaction affects organisations negatively. Dissatisfaction leads to stress, which drives employees' feelings of unhappiness with their job (Branham, 2005) which could lead to negative effects, such as low productivity and a high turnover. Employers are more concerned with the revenue, profit and productivity rather than employees' wellbeing (Potter, 2013). Lack of communication at workplaces contributes to high rates of job dissatisfaction. According to Branham (2005), ineffective communication may result in employees' feeling disconnected from the organisations' general and mutual feeling. This can be due to an uncertainty of the employees' position and purpose in the organization (Branham, 2005). This in turn results in employees failing to recognise their performance measures moving up, as there is no sense of improvement. Hence, communication between employers and employees is equally important in ensuring the stability, harmonisation and job satisfaction at workplaces (Lewis, 2000).

Lewis (2000) suggests that a number of studies have identified issues that concern employees during organisational change. Leadership behaviour is very crucial during organisational change. Leaders provide a vision for change; give direct support to employees and model appropriate behaviour (Hao & Yazdanifard, 2015). Through these actions, stability during change could be built and employees' commitment to

change could be improved (Fullan, 2001; Hao & Yazdanifard, 2015). Uncertainty in careers and roles, fear or anxiety, communication, and new roles, relationships and skills are also important issues for employees. In the course of change some employees may also have trouble disengaging from the old organisation, as they feel a sense of loss with having to let go of the old and highly-valued structures, methods and rules (Amiot *et al.*, 2006). This is especially so if people have been socialised to appreciate the values, norms and organisational history, and if beliefs and values are shared throughout the organisation. Inevitably, there are positive aspects of the organizational culture that are lost with any change (Fullan, 2001). There may be a loss of organisational history through relocation from an old building or a change in service values. Employees may perceive these changes as a loss to the organisation's status or prestige (Amiot *et al.*, 2006). To date, little research has examined employees' concerns about retaining positive aspects of an organisation's culture during change.

2.5.1 Employees' job satisfaction

Job satisfaction has been defined as an employee's overall job evaluation as favourable or unfavourable (Fullan, 2001). Like all attitudes, job satisfaction consists of feelings, thoughts, and behaviours that individuals have relative to their jobs (Jex & Britt, 2014). For Jiang (2016), job satisfaction is typically viewed as being related to specific job facets and is realized by balancing various dimensions of work central to the definitions of job satisfaction. Satisfaction is a positive emotional response resulting from a clear evaluation of individual's experience of the work environment (Aziri, 2011). Employee job satisfaction can determine the employee's attitude towards his or her work. Milner (2009) indicates that work attitudes are evaluative statements which are either favourable or unfavourable about objects, people, or events.

Ahmad, *et al.* (2013) observe that if employees are not satisfied with their jobs, job performance become adversely impacted and this has the potential to create negative attitudes among employees regarding the organisational objectives. Thus, this study examines the relationship between change management processes on employee's job satisfaction.

2.5.2 Employee job satisfaction model

Fosam, Grimsley & Wisner (1998) define employee satisfaction as a pertinent construct driving or being driven by these manifest variables, namely job satisfaction, employee morale, perceived service quality, perceived public view, communication, training, resources and career development. The model which is illustrated below is characterised by the employee perceptions of service delivery, customer satisfaction and communication channels (Fosam, Grimsley & Wisner, 1998).

Figure 2-5: Employee job satisfaction model



Source: Fosam, Grimsley & Wisner (1998)

2.6 Change management and job satisfaction

Job satisfaction simply defines how individuals or groups at the working place are content about their jobs (Aziri, 2011). It simply means that employees whose attitudes are positive become satisfied and increase their level of performance, while employees with dissatisfaction and a negative attitude lead to lower results (Owusu:2014). It is not surprising that organisations are experiencing this challenge today. This is similar to what management is facing and is considered as one of the factors that affect organisational efficiency and effectiveness (Aziri, 2011 & Owusu, 2014).

Goksy (2015) observes that organisational change is increasingly becoming pertinent to contemporary business. Indeed, corporations are expected to deal with change effectively. Therefore, it becomes imperative for organisations to strive and develop effective strategies towards change initiatives. Hiatt and Creasey (2003) observe that failure with regards to change management is tantamount to project delays, loss of valued employees, significant declines in productivity and customer dissatisfaction. According to Cummings and Worley (2005), change management is less concerned about the transfer of knowledge, skills and capacity to manage in the future than organisational development. This could have a negative impact on the organisational growth and this will also affect productivity. There is a strong relationship between job satisfaction and performance, employee motivation, work values and reduced employee burn-out.

Ntisa (2015) suggests that there is absolutely no visible guidance on the selection of models to be used during investigation and attempting of problems to be solved. Raziq and Maulabakhsh (2014) argue that when employees are dissatisfied about what has been communicated to them, they become uncertain about the factors such as working conditions if they are not safe. If they are incorporative, their supervisors fail to provide the necessary respect and finally do not take into consideration when decisions are taken and therefore will feel isolated from the organisation (Part & Part, 2008). Organisations have struggled to maintain workers who are not satisfied, and such conditions lead to employee burn-out which will challenge company expenditures (Part & Part, 2008).

Guest and Conway (2001) suggest that organisational change implementation during the intervening time has influenced numerous outcomes including job satisfaction, motivation and intention to quit. When changes are negatively perceived, employees' attitude will be decreased, and it will also influence employees' behavioural responses towards organisational change (Guest and Conway, 2001). Likewise, it can be assumed that any change (whether positive or negative) in employees' attitudes and behaviours is the result of organisational change (Aziri, 2011 & Ntisa, 2015). Employees are likely to re-examine the relationship with their employer when planned or major changes are introduced in the organization e.g. layoffs, downsizing,

mergers and acquisitions, etc. which ultimately causes a considerable impact on employment relationships (Bellou, 2006).

It is natural that employees facing a drastic organisational change become uncertain on how that change will impact them on an individual level (Bellou, 2006). Hence, improperly managed organisational change can create fear among the ranks, which impacts job satisfaction, performance and productivity (Webster, 2017). Employees could lose confidence, while fearing a loss of job stability. Moreover, employees may fear that changes will increase their workload or that they will not be capable of learning how to use new technology. It is essential that organisations mitigate these fears and lessen the impact on employees (Webster, 2017).

Effective change management is crucial to streamline the change process and reduce the negative impact on employees (Webster, 2017). When organisational changes are properly managed, employees perceive the benefits of a proposed change and accept the change (Webster, 2017; Kotter & Schlesinger, 2008). Employees benefit from properly managed change in a variety of ways such as technological updates that may offer employees the opportunity to learn new skills. New technology can also increase job satisfaction by reducing the workload (Webster, 2017).

2.7 Change Management and employee security

Change in organisations can result in the loss of employment, fatigue, anxiety and instability (Krannitz, Grandey, Liu & Almeida: 2015). Employment security refers to protection of workers within organisations due to fluctuations of economic challenges on their income because of their job losses. Most policies mainly protect employees against labour market risk, which involves some of them. Job losses could be a result of an economic downturn or due to organisational restructuring or various reasons that might lead to dismissal. Wanza and Nkuraro (2016) note that focusing on organisational building; structuring and cultural sustainability will lead employees to feel secure which in return will add value. Employment security plays a vital role on a national and international debate level. Deker (2010) has posed questions pertaining to whether the trade-off between employment security and job security is still feasible or is still to be clarified. The study by Deker (2010) reporting on the

government of the Dutch Scientific Counsel for government policy against job security has defined employment security as follows:

- Employment security refers to individuals having confidence based on their experience so that they will proceed with their career, either at a different job but with the current employer, or with another employer.
- Employment security simply refers to people who are temporarily outside of the labour force and therefore have confidence to return to that labour market.

The study by Dekker (2010) identifies employment security as a dependent factor on salaried workers and wages, and as such, their security will be defined in general as protection against unjustified or unfair dismissal. This commonly refers to workers gaining protection in short notice of expulsion from their jobs, having extensive employment contracts that are not flexible and employment relations for the prevention of casualisation. Masemola (2011) emphasises that employee security feelings should not be left perpetuated, as it will decrease the morale of employees and further develop the stress that will delay their commitment.

2.8 Change management and leadership

Belias and Koustelios (2014) suggest that it is critical for business managers to understand, recognize and change their organization efficiently. Change management and its processes depends on the leadership to be enacted. While change must be well managed, it also requires effective leadership to be successfully introduced and sustained. When numerous theories of leadership and change are integrated, they point to the systemic perspective which considers change and leadership to be dependent on both context internal and external, relational, operating towards all contingent and levels on differing realities of followers and leaders. As Belias and Koustelios (2014) argue, the culture of an organisation and its operations is affected by how people respond to change and is influenced substantially by the behaviours of the leader. Drucker (2005) further alludes that leadership is about results, hence, the leader's vision must in the end produce the desired results which are successful and a profitable change where employees are committed and engaged. Kotter (2012) emphasis is that leaders must paint a clear picture of the reason for change and create a climate for change.

2.9 Changes in Eskom

The South African power utility Eskom has currently been faced with constant change. Whether it be external or internal forces, the organisation is thriving towards managing the need for change and to survive the change (Songcaka, 2015). Within a short period of time, Eskom has changed more than five CEOs; in addition, members of the board have changed, and the executives have also changed; either through suspension or resignation (Eskom, 2017 & Shezi, 2016).

The change in the power market space is also forcing the organisation to adapt or be left behind (Eskom, 2018). The environmental needs compels the organisation to comply with the global climate and environmental regulations (Dechezleprêtre & Sato, 2014). On the other hand, the government informs how the organisation makes its decision in order to contribute to the wider socio-economic needs of the nation (Rudin, 2014). These forces have impacted both the strategic and operational direction that the organisation needs to pursue in order to remain relevant and sustainable.

2.9.1 Strategic change

Due to changes in the power market and global need for cleaner energies, Eskom has been required to include cleaner technologies in its strategy (Eskom, 2017). The Government of South Africa introduced the renewable energy Independent Power Producers (IPP) auction model to diversify the energy mix in order to oblige with clean energy regulations (Eskom, 2018 & Seeth, 2017). Eskom is the single buyer for these IPP, and according to Eskom (2017) this has contributed to Eskom's financial woes. The governance and financial state of Eskom has caused credit rating agencies to downgrade Eskom's credit rating a number of times (Eskom, 2018).

In order to redeem the current situation, Eskom had to enforce change. A new board and executive management was introduced in 2018 (Eskom, 2018 & Goldswain, 2018). The new management had to come up with strategic changes that would help the utility regain its financial credibility and investors' confidence (Eskom, 2018). Currently, a new organisational strategy is being drafted, and issues of governance are gradually being dealt with (Eskom, 2018 & Goldswain, 2018). Restructuring is taking place as the new management and analysts have mentioned that the

organisation is bloated and that many should be retrenched. On the other hand, this has brought disgruntlement and uncertainty within the organisation.

In order to effectively implement new strategies and comply with power market regulations, certain initiatives need to be initiated. For climate and environmental regulations, utilities should have cleaner energy as part of their energy mix (Dechezleprêtre & Sato, 2014). Some of the utility's power stations are old and have reached their lifespan (Eskom, 2018; Seeth, 2017 & Williams, 2017). The organisation intends to shut down these power stations and make way for cleaner technologies (Goldswain, 2018).

Eskom had to sign 27 renewable energy IPP agreements in 2018 (Seeth, 2018 & Khumalo, 2018). However, this change has received mixed emotions within and outside the organisation. Unions and employees believe that the ageing power stations will be shut down in order to make a way for IPP while this will result in the employees losing their jobs (Seeth, 2017).

2.9.2 Operational change

Sharma (2016) made arguments that coal-fired power stations are required to shut down because of the impact on climate change, which is caused by the burning of fossil fuel, and which brings its own physical condition burdens (Hunter, 2012). A significant reason is the impact and cause of inflammation inside the human body's lungs, causing chronic disease. Similar observations are made by McDiad (2014) that local studies on strength impacts of pollution point towards the fact that poor communities dependent on burning coal experience are becoming extensive with approximately 24% of childhood (under five years old) deaths due to acute respiratory infections which were estimated to be from interior air pollution.

On the contrary, Eskom announced that there is a possibility of cutting off operations in some of the power stations which include Komati, Kriel, Grootvlei, Camden and Hendrina (Eskom, 2017). The decision to shut down these power stations has been controversial. On the other hand, COSATU stated that this decision was made mainly to provoke the employees and the unions (Pamla, 2018 & Niselow, 2018). Unions emphasise that Eskom made the decision without a clear vision, planning

and no consequential consideration. Unions have urged Eskom and government to suspend their plan to shut down the power stations until all affected stakeholders arrive at a just change-solution (Pamla, 2018). The fate of the employees need to be discussed and change which includes introducing renewables to the energy mix should be gradually implemented. Generation mix change should not result in immediate job losses (Pamla, 2018).

The unions suggest that they will not afford to allow commitments to the reduction of Green House Gases and the introduction of renewable energy by government to ignore the country's socio-economic challenges (Pamla, 2018 & Niselow, 2018). Therefore, for change to be implemented successfully, any policy including introduction of renewable energy should ensure that the current number of jobs are retained and that new ones are created (Pamla, 2018). According to the unions, the process will fail if it is not transparent and if both government and Eskom fail to ensure that there is a seamless transition to a low carbon economy, which should accommodate workers that are employed in the coal sector (Pamla, 2018).

The management decision was made based on the observations and one of the significant reasons was cost related and over-capacity (Eskom, 2018). This had negative implications on employee morale and security. According to Eskom, the Komati Power Station life expectancy is due to come to an end in 2024 and 2029 (Eskom, 2017 & Eskom, 2018). The life of a station can be extended beyond this age-based life expectancy if it is economically viable to do so. However, Eskom has determined that it is not economically viable to extend the life of Hendrina, Komati Camden and Grootvlei beyond their age-based life expectancy due to the following reasons (Eskom, 2017):

- These plants use old design with a lower thermodynamic efficiency which will not improve above that of newer design even if the station is refurbished (these stations do not have re-heaters whereas newer designs have re-heaters).
- In the 2020 financial year, Hendrina, Komati & Grootvlei are not required to meet production and will not be dispatched (even before most units reach age-based life expectancy) due to the fact that they have higher projected

scheduling costs among stations that do not affect voltage stability of KZN (Eskom, 2018).

With all the aforementioned, change is imminent. The organisation has not communicated a clear vision to the employees on how the organisation intends to implement these changes. The employees are learning of these through media and the lack of transparency of the upcoming transition creates fear, uncertainty and negatively impacts on job satisfaction.

2.10 Conclusion

This chapter reviewed the literature relating to change management in organisations as well as employee job satisfaction. The review consists of relevant literature that was consulted on the relationship between change management and job satisfaction among employees within an organisation. It is apparent that change management is a global phenomenon. Therefore, it becomes imperative that organisations should be highly strategic to ensure effective change management that will impact positively on the overall organisational goals.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter discussed the literature relevant to this study. The purpose of this chapter is to provide an explanation of the research methodology that was used to collect data for this study. The chapter discusses the research approach, data sampling, data collection as well as data analysis of the data collected are discussed. The strategies of ensuring validity and reliability are described.

This research is empirical. An empirical study is conducted using practical evidence (Newbert: 2007). An empirical study is a way of gathering data by means of direct and indirect observation or experience (Newbert, 2007).

3.2 Research method

This research employed a qualitative research method. Qualitative method is a collection of interpretative techniques that seek to describe, decode, translate and interpret the meaning of certain naturally occurring phenomena in the social world (Bryman *et al.*, 2014:43). Qualitative research assists researchers to approach, analyse and explain management phenomena, both at a social and organisational level (Bryman *et al.*, 2014:43). Qualitatively, the study used the semi-structured interview among twenty two (22) officials at the Komati Power Station. The interviews were conducted individually with the officials at Komati Power Station. The interview questions in this research were carefully designed to gain perspectives from officials from Eskom at Komati Power Station regarding the relationship between change management and job satisfaction. This is not new; various scholars in this field of inquiry have consistently employed this type of inquiry to inform on the findings of how change management impacts on the functioning of the organisation (Aladwani, 2001; Chisholm, 2004; Maina, Hoque & Uliana, 2004 Todnem, 2005).

The semi-structured interviews allowed the research to explore the lived experiences (Welman *et al.*, 2013:43) among employees at Komati Power Station regarding the approaches to change management on an individual perspective in their own words. This allowed the research to gain an in-depth understanding and rich insight on the

strategies that the Komati Power Station is using to respond to changes. Du Plooy-Cilliers, Davis and Bezuidenhout (2014) highlight that interviews summon and prompt underlying ideas and experiences that the researcher might not have considered.

3.3 Research strategy

A case study approach was used for the study. The case study approach aims to understand the trend in each critical case in order to draw logical generalisations (Welman *et al.*, 2013:25).

This study adopted a non-probability sampling strategy. Non-probability sampling is when the probability of including each element of the population is unknown (Bless *et al.*, 2013). Non-probability sampling is mostly associated with qualitative methodologies, but can be utilised in quantitative projects, usually with conditions attached, if a probability sample is not feasible (Bless *et al.*, 2013).

Maree (2011) highlights that non-probability sampling is used when it is perceived impossible to determine who the entire population is, when the universe is relatively small, or on account of budget constraints. This research used the non-probability sampling method given the qualitative nature of the study. This was achieved through a careful selection of the sample population from an accessible population at Eskom using Komati Power Station officials. The respondents were selected based on pre-determined criteria, with the expectation that these officials are the most relevant to the study objectives. Purposive sampling was therefore employed in the selection of these respondents. Purposive sampling is not a representative sample, it simply finds the perspectives of key informants who possess knowledge and awareness of a phenomenon or in the case of this study, an organization. In organizational settings, the key informants would typically be senior managers or departmental heads.

The sampled participants for this research included managers, engineers, accountants, planners and technicians. These participants are mostly affected by organizational change in their respective areas.

3.4. Population of the Study

Maree (2011) defines research population as a group of individuals from which a sample is drawn. The target population for the study comprises of all the employees at the Komati Power Station.

The unit of analysis comprised of those in senior management and those in the bargaining unit. The unit of analysis selected operate at different levels within the Komati Power Station and is the most relevant in addressing the objectives of the study (Saunders & Lewis, 2012:132).

3.5 Sample of the Study

Maree (2011) defines sampling as a process used to select a portion of the population from the population of the study. Sampling is the process of selecting a sample from the population of the study that is relevant to inform the set research objectives (Kumar, 2011). Sampling encourages the researcher to do away with biases and to obtain objective results (Maree, 2011 & Kumar, 2011).

Du Plooy-Cilliers, Davis and Bezuidenhout, (2014) define a sample as a subset of the accessible population. Du Plooy-Cilliers, Davis and Bezuidenhout (2014) further explain that a sample is extracted from the sampling frame, which is a list of potential population to be included in the study.

The sample population of twenty two (22) is indicated below.

Table 1: Unit of Analysis

Respondent	Designation	Designated Plant and Systems
Respondent 1	Engineering Manager	Boiler Plant
Respondent 2	Supervisor	Turbine Plant
Respondent 3	Technician	Plant Performance
Respondent 4	Accountant Officer	Finance Department
Respondent 5	Technician	Turbine Plant
Respondent 6	Engineering Manager	Turbine Plant
Respondent 7	Technician	Plant Performance
Respondent 8	Process Engineer	Electrical Engineering

Respondent 9	Supervisor	Turbine Plant
Respondent 10	Supervisor	Boiler and Turbine Plant
Respondent 11	Technician	Plant Performance
Respondent 12	Engineering Manager	Plant Performance
Respondent 13	Shift Manager	Plant Operating
Respondent 14	Shift Manager	Plant Operating
Respondent 15	Accountant Officer	Finance Department
Respondent 16	Technician	Plant Performance
Respondent 17	Supervisor	Boiler and Turbine Plant
Respondent 18	Technician	Auxiliary Plant Maintenance
Respondent 19	Process Engineer	Electrical Engineering
Respondent 20	Engineering Manager	Turbine and Turbine Plant-Rotek
Respondent 21	Technician	Plant Performance
Respondent 22	Supervisor	Quality Boiler and Turbine Plant

3.6 Data collection

Research which seeks to test experiences or perceptions is most informative when collected using a qualitative method (Bryman *et al.*, 2014:223). To get the full merit of the research data, open-ended questions are best than restricted questions of quantitative research (Welman *et al.*, 2011:174). This method allows participants to express their opinions and feelings in their own words without the researcher influencing the process (Welman *et al.*, 2011:174 & Bryman *et al.*, 2014:223).

To the above effect, data was collected from the officials at Komati Power Station under the management, supervision and technician categories, as already noted. The semi-structured interviews were conducted face to face. The same set of open-ended questions was asked to all the participants. This enabled the information obtained to be analysed more easily and allowed for the comparing of notes and opinions of the participants to be done in an organised manner. Data that was gathered during these interviews was recorded in writing (Welman *et al.*, 2011:174 & Bryman *et al.*, 2014:223). Prior the actual research process, pilot interviews were done to examine the efficiency of the research instrument.

3.7 Data analysis

The data was transcribed and analysed using thematic analysis. The data was studied based on emerging themes (Maxwell, 2013). In studying emerging themes, codes, which are words, phrases and sentences, were categorised based on their relevance to the research objectives and the interview questions Elo *et al*, (2014:1).

The construction of analysis was formed through coding text from various sources to ensure reliability and validity (Maxwell, 2013). The trustworthiness of data collected was tested against the following points as suggested by Morse (2015:1212). The purpose of testing trustworthiness in qualitative research is to support the value of the research findings (Morse, 2015:1212).

a. Credibility

Credibility refers to the extent to which the study's findings are trustworthy and believable to others (Morse, 2015:1212). This study employed a mixed-method approach to enhance credibility. The same questions were asked to all participants and triangulation (Armstrong, 2003) of responses was done to deduce the views of the different category respondents. An informed consent was administered before interviews were conducted, so as to guarantee the confidentiality of the research. In this way respondents were able to provide responses without fear of incriminating themselves or jeopardizing their positions.

b. Transferability

Transferability is the extent to which the findings can be transferred and applied in different settings (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014). The findings of this research were described implicitly to others by describing them and their context in detail. The significance of the findings was discussed within the framework of existing literature from identify similarity and differences (Morse, 2015:1212). This also strengthens the truthfulness of the results of this research as suggested by Morse (2015:1212). The researcher supplied a detailed description of the research problem and its findings.

c. Confirmability

Confirmability highlights the extent to which the research findings are based on the study's participants and settings instead of the researchers' biasness (Anney, 2014:278). In this study, only the data that was collected was presented and analysed. All the steps in this research were documented as proof. No exclusive perception was brought to the study that is not supported by the data that was collected. An audit trail was used to ensure that biasness does not skew the interpretation of the participants to fit a certain narrative.

3.8 Ethics

The respondents were informed on the reasons for the research and their consent was asked for before data was collected. The participants participated voluntarily, and they were informed that they could withdraw from participating whenever necessary (Welman *et al.*, 2013:181). The researcher pointed out that the data will be used specifically for academic purposes. There was no exaggeration or alteration to the data that was collected, nor were the results falsified (Welman *et al.*, 2013:181). Confidentiality was valued in this research to avoid data coding being bias since the researcher knew some of the respondents (Maxwell, 2013).

3.9 Limitations of the study

Limitations refer to the weaknesses and constraints that redefine the process of this research (Du Plooy-Cilliers, Davis and, Bezuidenhout, 2014). In this research, what was observed to be a limitation to the study could be the use of a small sample population of the study only limited to the officials at Komati Power Station.. It was also observed that there is a possibility that some participants might withhold the information for privacy reasons, and this has the potential to affect the scope of this research since the findings were reliably contextualised to the sample population.

3.10 Conclusion

This chapter discussed the research methodology and explained the rationale for utilising the qualitative approach. The sampling method, data collection and data analysis selected were discussed and elaborated in this chapter. The choice of the methodology employed by this study was informed by the objectives and nature of

the study. The target population, validity and reliability of data were also presented. The ethical considerations, bias and limitations to the study were discussed.

CHAPTER 4: DATA PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

The previous chapter discussed the research methodology which explained the data collection methods used in this research. This chapter discusses the data collected using semi-structured interviews. The data collected determines the impact of change management processes on employee job satisfaction. The research findings are presented according to the themes that emerged from the research objectives that were set.

4.2 Empirical research findings and analysis

4.2.1 Demographic profile

The demographic profile provides a socio-demographic profile of the respondents who participated in the study.

(b) Age

Figure 4-1: Age

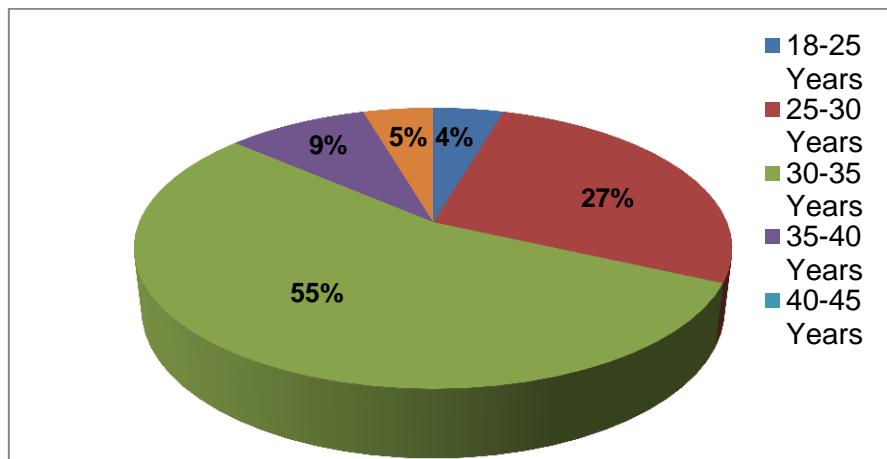
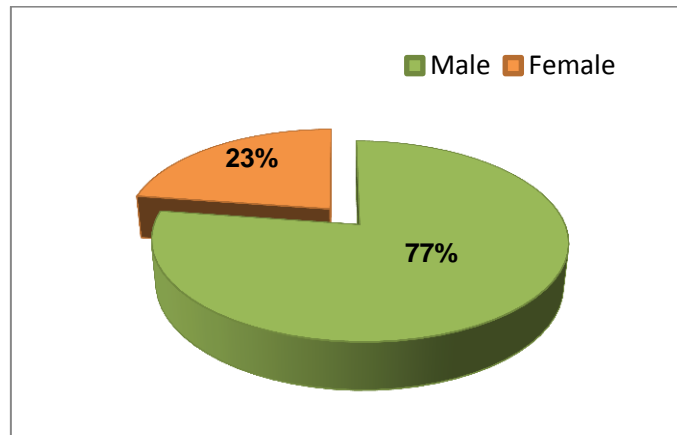


Figure 4.1 above shows participants in relation to their age category. The data indicates that the majority of the working force at Komati Power Station constitutes of the ages between 30 to 35 years old, which was the highest number recorded at 55%. The ages between 25 to 30 years old are at 27%, while 35 to 40 years old are at 9%, 5% represent those who are 50 years old and above and 4% are those 40 to 45 years old. The data is indicative that the majority of the employees at Komati Power Station are youth.

(b) Gender

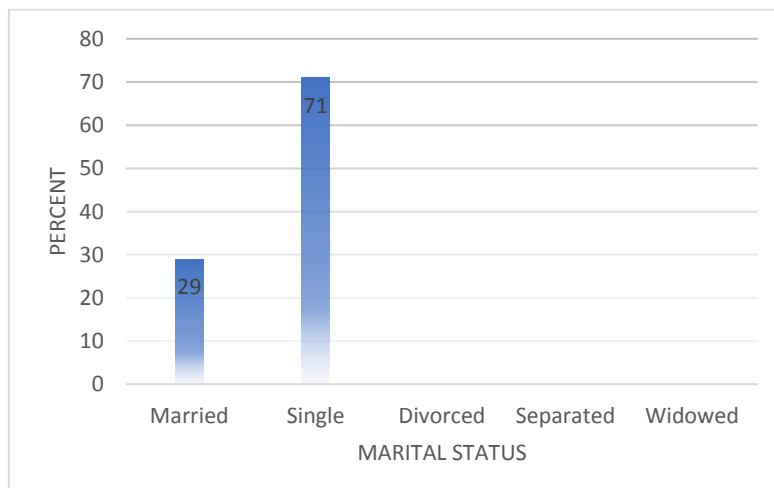
Figure 4-2: Gender



Data has shown that at Komati Power Station most of the employees are male (77%), while females are 23%, as shown in Figure 4.2 below. Research has also shown that the concept of 'gender' is important to understand the South African Employment Equity policy and to check equality at the workplace between males and females (Mathur-Helm, 2005).

(c) Marital status

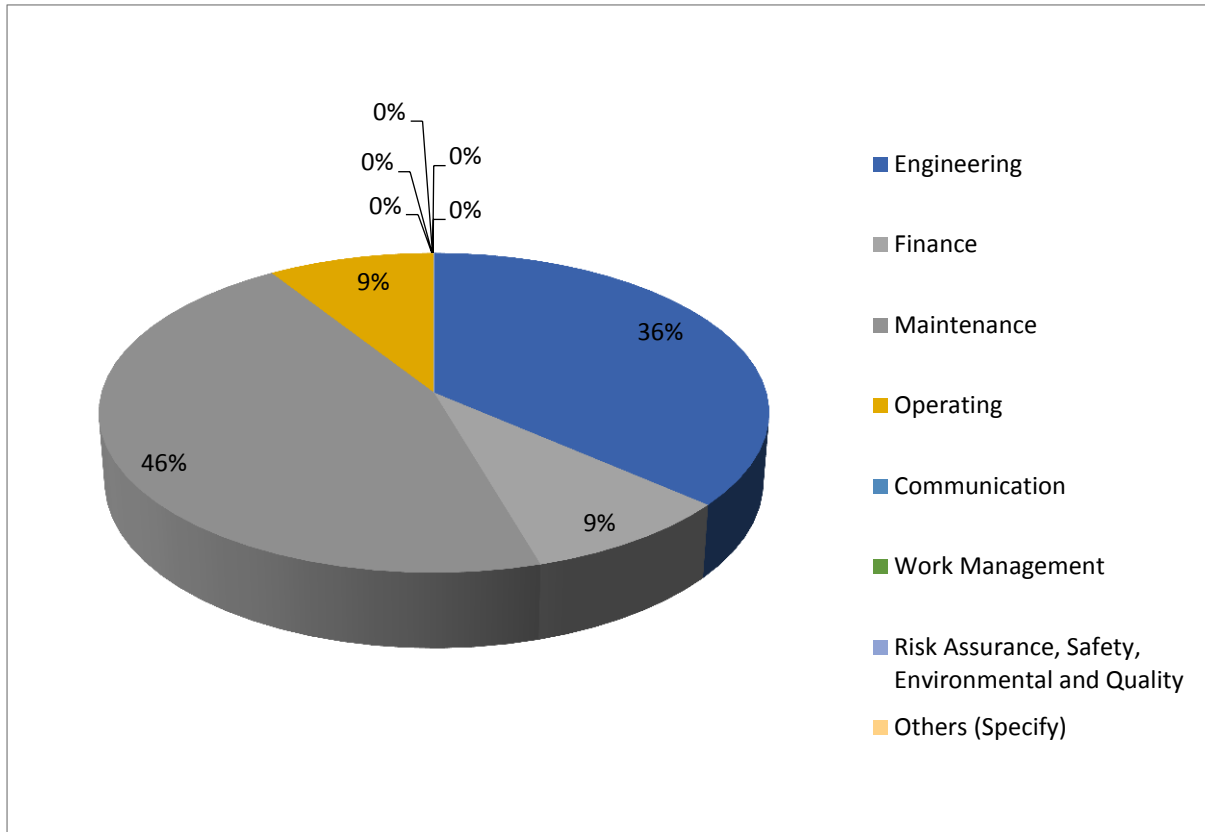
Figure 4-3: Marital status



The data from Figure 4.3 above shows that the majority of the respondents were single (71%), followed by those who have reported to be married (29%). Most of the employees at Komati Power Station are youth (see Figure 4.1 above).

(d) Employee role

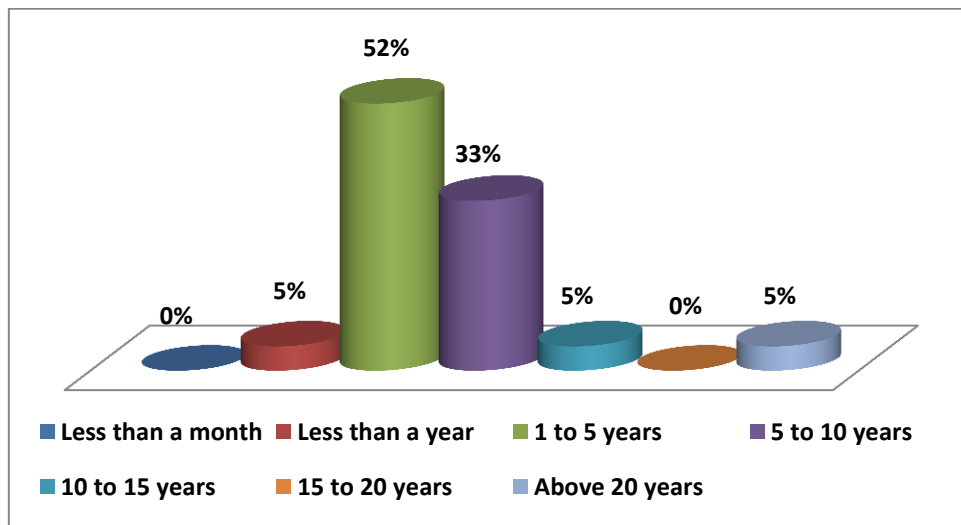
Figure 4-4: Employee role



The majority of the workforce at Komati Power Station falls under maintenance (46%), the engineering department (36%), followed by (9%) in operating, (9%) finance department as shown in Figure 4.4 above. Even though some of the departments or working portfolios were not asked in the collection of data, it remains relevant to point out that most of the staff members at Komati Power Station work at the engineering and maintenance department. Perhaps this is supported by the fact that Komati Power Station is an industrial plant where engineering is a top requirement to ensure effectiveness. This also supports the findings pertaining to the job title. When employees were asked to indicate their job title, the data has shown that most of the employees reported to be technicians.

(e) Number of years in the organisation

Figure 4-5: Number of years in the organisation

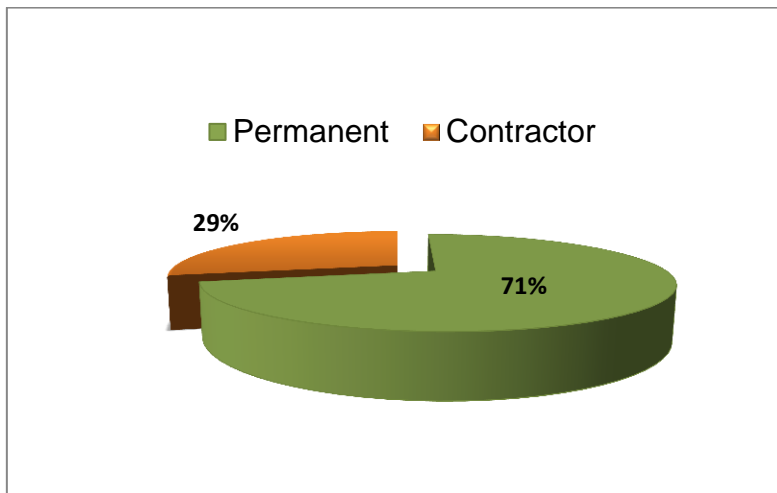


When asked about the working experience at Eskom in the Komati Power Station, data shows that over half of the interviewed employees at Komati Power Station (52%) have been working at Eskom for one to five years. This is followed by (33%) of the participants who have been working five to 10 years, (5%) have worked for less than a year and the other (5%) have worked for over 20 years. Therefore, despite a huge difference in the work experience among employees, what is imperative is that most of the employees have relative experience of the work. Perhaps the reason why the highest percentage attained of work experience is one to five years is because of the huge number of youths presently working at Komati Power Station. (See Figure 4.1 above on the age distribution of the workforce).

(f) Type of employment contract

The research findings show that most of the workforce at Komati Power Station is employed on a permanent basis at 71%, and those employed on contract at 29%. (See Figure 4.6 below). Research has shown that the conditions of employment are directly linked to performance (Vander Elst, *et al.*; 2016). Therefore, job satisfaction might not be exclusive to change management but to these varying factors that are much personal yet contribute to the overall performance of job satisfaction.

Figure 4-6: Employment type



4.2.2 Forces of change in Komati Power Station

Typical of these changes is the change of management, which caused many employees to feel insecure and panic about their job security at the station. It is also stated that there has been a decrease of units, and therefore, when some of the employees started working at the station, there were nine units running, however, this has now been reduced to seven units. The reduction of units did not end there, as over the years, there was another reduction of two units which are currently running at Komati power station.

Respondent 10 mentioned that, *“The shuffling of management and subsequently, the decreasing of units affected our performances badly”*.

According to some participants, the forces that are driving change in Komati Power Station include plant life-cycle, changing technology, completion and globalisation as suggested by Bagraim *et al* (2017:425).

Respondent 4 observed that *“Government is shutting down Komati and other power stations in order to open the market to IPPs and this will be costly to the organisation”*

In aggregation to drivers of change, respondent 9 mentioned that; *“Due to economic implications many industries has been shut off their operations,*

mainly for the steel industry that had affected Komati Power Station due to low capacity. The likes of Kusile and Medupi power station had contributed extremely power into the grid as to increase power availability and reduce power demand. Their competitive advantages are high capacity, low maintenance due to new equipments. The effect of Independent power producers, IPPs has made competition more intense to small power stations as they became their rivals in the market.”

Research findings show that there are a number of forces driving change in the power station and in the organisation as a whole. Most of these forces are external forces, however; they affect the operations of the organisation. According to Bagraim *et al.* (2017:426) it is imperative for resilient organisations to act speedily, to be transparent and accountable in the decision-making process and to timeously anticipate how external forces of change will affect the internal processes. It is notable that early interventions may prevent organisation collapse and human resource problems such as low productivity, high labour turnover and job dissatisfaction.

4.2.3 Change management processes in Komati Power Station

When asked if the top management at Komati Power Station is ensuring an effective transition during change, the participants responded that the fact that the management is effectively involving the employees in the change process through communication is an indicator of potential success and increased productivity. However, some respondents mentioned that this pertains to normal operational changes and not strategic changes such as closing down the power station.

“The positive aspect of the change in increasing the production resources and machines is that the station managed to increase the production power, hence I am saying this optimization was done and will be finalised”.

Also, the study revealed that employees at Komati Power Station perceive these changes as needing to be effectively monitored by the management to ensure sound implementation. However, the study revealed that there is a visible indication that

shows that management is working towards ensuring every change is successfully implemented.

Respondent 2 observed that, *“This has been seen by strategic movement of the management team to restructure positions to boost competency. Key functional areas such as the engineering section has been provided by new mechanism of operations to foster effectiveness.”*

The study indicates that the participants are supportive to the management involvement in purchasing new apparatus to replace the old machines. This could be an indication that the employees are ready to embrace change in terms of new working materials. Evidently, respondent 7 supported the aforementioned by stating that:

“Management has dedicated them to optimise plant performance areas. The plant or machinery design has been modified at certain levels, including burners to improve combustion process. Furthermore, management has affected Eskom Fossil Fuel Fired regulation, (FFFR) team for compliance and implement new frequencies to test the safe operation of the boiler plant. This was done as to ensure no explosions occurrences, safety of the employees and machinery as requirement of OHS Act 85 of 1999. Most units now have new test points to determine best areas of excess air after combustion”

The above findings indicate that management is effective in implementing changes pertaining to operations within the power station. However, on the contrary this is not the issue when it comes to more strategic issues such as closing down the power plant.

4.2.4 Change management process: communication

When the participants were asked about the way change is being managed at Komati Power Station, the majority of the participants stated that the changes were not being handled and managed properly. The indication to this is that communication of these changes was not effective. The participants indicated that the information is not transparent and there is little if no room for discussions

regarding the changes. This has implications of creating an impression of job insecurity and a perception that the workers are a 'cog' in a machine, meaning that employees' output is valued more than their social and economic wellbeing. In relation to the above some respondents mentioned that:

Respondent 1: *"I think the changes are not handled very well since a project in engineering has been going on for so long without target data,"*

Respondent 5: *"I would say no changes have been communicated to us by the employer. I have observed changes of ramping down power units which have demoralised most of the employees and created hopelessness and has had a negative impact, especially on contractors."*

Communication therefore becomes imperative to foster a single approach to increase productivity and job satisfaction among employees at Komati Power Station. Interesting to note is that some of the participants indicated that change is handled effectively. They reported that change is communicated to all the staff members even though sometimes it is not formally done, and the purchase of equipment is important since the received modifications and burner equipment was purchased to ensure stability at the station. The following response shows how some issues are informally communicated to the employees; respondent 4 mentioned that,

"I knew about the production assurance of management system through WhatsApp messenger from the technical plant manager".

Interesting to note is that the study has shown that most of the participants indicate the importance of communication for effective change within the organisation. Most of the participants agreed that communication is effective to employees when used to communicate these changes. Some employees mention that even if some messages were sent informally to the employees, it remains important to communicate information regarding the changes. One respondent concurred with this and he stated:

“These messages were also sent to the junior and learners staff members at the station via social networks and emails”.

In a general note, the trend in the opinions among employees at Komati Power Station is the assumption that change is good, and it should be embraced. When participants were asked how they perceived change, most of the participants stated that change is good, but it is imperative for management to facilitate change through possibly preparing their employees through trainings and workshops to seamlessly adopt to change. They also emphasised their preferences to receive good communication from management regarding any changes at the station. The following quotation is direct evidence that supports this.

“The general manager of the station prioritises communication of any developments because he had a good feeling that change is for everyone and should be implemented and station develop more processes to monitor on order for its life of the station. It is also clear people understood there is high competition within the stations and therefore thoroughly preparations are mandatory as to maintain competitive market level.”

On the contrary, some employees indicated that the first time they heard that the power station will be shut down was on media. This has demoralised the employees as they would have preferred that the employer effectively communicate things internally. This has had a negative impact both in the employees' lives within and outside the organisation. The lack of communication makes it difficult for employees to explain the issue at hand to their families as they themselves are not clear of the process. One of the respondents seemed frustrated by the process and explained that *“...the decision came as a surprise as I heard of the changes on the media first”*.

According to employees, the process is not clear in the organisation as a whole and in Komati Power Station in particular. Respondent 6 in deep thought then revealed,

“There has been no proper communication... Other people are leaving the organisation and others are moving to other power stations. No replacement

of people leaving the station has taken place. In other stations within the organisation there are alternative plans to replace the lost manpower such as job secondment and this does not happen in Komati.”

On the other hand, respondent 8 mentioned how things are done differently in their unit.

“I was told by my manager that the station will be closed, however, the process is still in the beginning phase. The changes in EXCO will affect how power stations are ran.”

The findings indicate that the communication process is flawed and there is no standard process throughout the organisation. According to Guston (2008), communication and involvement are the prominent aspects of change. The organisation has failed to give this aspect the attention it needs. The lack thereof may result in resistance and dissatisfaction. Employees do not commit to changes that they have no clear understanding of.

4.2.5 Change management implementation

Participants were asked if they think that the change made at Komati power station was managed successfully. Most participants think that the changes were managed successfully since systems at the vacuum side had been improved. They also stated that change was a success since management appointed competent and well-experienced people, and projects are running smoothly. Therefore, the study discovered that at the Komati Power Station, the operational changes were managed successfully.

Despite the proper implementation and management of change by the top management at Komati Power Station, the participants indicated that management lacks in preparing its workers for the upcoming changes within the organisation. This has as implication, the generation of instability in the organisation, specifically on job insecurity and anxiety. The following quotation is direct evidence that supports this view:

Respondent 11 observed that, *“The management is not preparing employees, as people are just being relocated though they are not ready”*.

However, some participants, especially senior and permanent staff members, stated that the station has been training its employees for working on operations and maintenance. As a result, this study revealed that the management has not prepared the employees for the changes at the station. This perhaps indicates that management’s focus is on the permanent employees rather than those who are on a contract basis.

However, some participants had expressed the positive experience to change. These included changes such as the purchasing of a new property; a new ‘mill’. This has a positive contribution to the production at the station to effectively run full workloads. One respondent confidently mentioned that:

“We achieved 1504001:12008 after certification, and in terms of compliances for quality, policy and quality objectives were achieved”.

Due to no engagements having taken place with the employees prior to change implementation, many employees were disgruntled, and this led to resistance in accepting change. Change was just enforced on the employees. This has resulted in a high turnover, mainly in the engineering department and this has adversely affected operations. As the operations are adversely affected, job satisfaction becomes impeded.

Literature indicates that there are a number of models that can be adapted when implementing change. However, research findings do not clearly show the type of approach used to implement changes by the organisation. The common thread in literature indicates that it is important to communicate the vision for change, create a sense of urgency and ensure employee readiness (Kottler, 1996; Lewins, 1951 & Bagraim *et al.* (2017:427). However, these important aspects are not effectively executed; as a result, there are uncertainties and a lack of commitment from the

employees. Some respondents mentioned that some power stations have a placement plan for their employees while Komati does not have one.

“There has been no proper communication... Other people are leaving the organisation and others are moving to other power stations. No replacement of people leaving the station has taken place. In other stations within the organisation, there are alternative plans to replace the lost manpower such as job secondment and this does not happen in Komati.”

4.2.6 Change management impact on job satisfaction

The data has shown that most of the participants at Komati Power Station reported to having been affected by the changes at Komati Power Station. When asked how management is ensuring that job satisfaction remains high among employees during times of change, most participants thought that the station is ensuring that job satisfaction remains high among employees since there are means of communication and they are also using mass briefing and departmental meetings.

Respondent 9 indicated that, *“The management is fully supportive by ensuring that resources such as money is available for improvements and they are communicating with all parties as there are action plans to do”*.

The scope of work has increased due to changes and this has caused frustration and dissatisfaction about how work is done. Unskilled people have been brought in during the change which has employees feeling despondent as they believe that the decision made to shut down the power station was done in order open the market to IPPs. With this knowledge, the employees have lost confidence in the government and on the employer. The despondency and mistrust correlates with Aziri's (2011) theory that job satisfaction is a combination of psychological, physiological and environmental circumstances that leads to individual job satisfaction and affects workplace behaviour and performance Moerdyk's (2015:31).

The employees are no longer content and passionate about doing their work as the employer does not hold them in high regard. Employees allude that the change is not

that significant; and the plant can still run productively as the employees are highly qualified. However, a few respondents stated that the changes has brought the morale levels low.

“Government is shutting down Komati and other power stations in order to open the market to IPPs and this will be costly to the organisation”

The disgruntlement is visible in the current performance levels and the morale attitude. Possibilities of relocation has been deemed very strenuous. In frustration respondent 5 assumed:

“It simply means that as a Komati Power Station employee, I have to learn a new culture and not only that, but the families also have to adapt to the change; whether they themselves relocate or deal with the loved one who will spend time away from home due to work.”

On the contrary, other employees are less concerned by the changes; even indicating that Eskom as a parastatal cannot just retrench but will place employees in other stations. If this is done, then one should see it as a learning experience.

Respondent 3 said, *“Decisions taken by management affected employees negatively in terms of morale and performance caused by uncertainties of employment future.”*

4.2.7 Change management impact on job security

The participants at Komati Power Station indicated that changes are always experienced at Komati Power Station. However, despite the positive contributions of some changes, this study revealed that major changes at Komati power station, such as new management and the decreasing of units cause employees to stress about their job security.

It is interesting to note the varying perceptions of employees at Komati Power Station. When the participants were asked about the potential consequences to

employees caused by these changes, the most striking concern expressed by participants is that they fear losing their jobs because of the changes within the management and they are even trying to apply for the available posts that are advertised. The following quote is direct evidence that supports this:

Respondent 14 said, *“We are demoralised because of lack of communication about these changes, their necessity and their benefits to the employees”*.

The implication of changes especially those that threaten employment security are detrimental to the performance of employees. When participants were asked about their opinions about changes of management, and also the potential termination of contracts, they responded that change that threatens job security creates panic and fear.

However, the study has shown that there are variations regarding opinions on organisational future business stability. Positively, some participants think that there is a positive future at the station, since there are improvements and modifications of the plant and they are expecting coal reserves since they are reducing to two units. However, the negative part of this change is that the future expectation of the station among employees at Komati Power Station is the anticipation that the Station will be closed. Respondent 9 emphasised that,

“Due to economic implications, many industries have been shut off their operations, mainly for the steel industry that had affected Komati Power Station due to low capacity. The likes of Kusile and Medupi power station had contributed extremely power into the grid as to increase power availability and reduce power demand. Their competitive advantages are high capacity, low maintenance due to new equipment’s. The effect of Independent power producers, IPPs has made competition more intense to small power stations as they became their rivals in the market.”

Employee turnover has been on a high since the changes have started. Other employees are living the organisation and others are moving to other power stations.

These are due to job uncertainties that come with the change; especially with one unit already being closed down.

4.2.8 Change management and leadership

The findings indicate that Management developed a plan on their own without any formal consultation with all parties involved. The flaws in the process affected how change was received and adversely affected employee productivity. The majority of respondents showed some frustration and mentioned that:

“Management had to come up with an employee relocation plan due to change. No formal presentations of the plan from the executives was given to employees and this demoralised the employees”.

The scenarios presented above indicates that the manner in which change is handled has a direct impact on employee performance and therefore on job satisfaction.

4.3 Conclusion

This chapter has presented, discussed and analysed the data that was collected from officials at Komati Power Station. The trends in the patterns of the data, based on the findings, is the assumption that change is good if the implementation processes are effectively managed by management and that communication is key to facilitate these changes in the power station. However, failure to communicate potential changes in time will generate anxiety, fear and job insecurity among the employees. The interpretations of the data in this chapter were strictly based on the findings of the research only. The next and final chapter presents a summary of the main research findings and discusses their implications. Recommendations arising from this study are also discussed.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented, discussed and analysed the key findings of this study. Factors that influence the implementation of change at Komati Power Station were discussed in the previous chapter. Chapter 5 concludes with the summary of the study, the implications of the findings and the relevance of these findings to previous studies. The implications of this study are described and discussed using Komati Power Station as a case study. The limitations of the research are discussed and recommendations for future studies are provided.

5.2 Main research findings

The study has shown that change within organisations is inevitable. Therefore, organisations need to come up with effective strategies to adapt to change for their benefit instead of resisting change. Various trends of perceptions exist on the issues regarding effective approaches to ensure stability and job satisfaction at Komati Power Station.

The study revealed that there is a chronic lack of communication protocol within the organisation. Communication is imperative to ensure that every aspect concerning the running of the organisation is received by all parties concerned (Stacks & Salwen, 2014). This is also supported by Naidu (2008) who observes that change is the coping process of moving in the form of transition from a present state to a desired state of individuals, groups and organisations undertaking the response to dynamic external and internal factors that alter current realities through communication.

Important to note is that the study has shown that there are procedures and efforts at Komati Power Station intended to ensure that change is embraced and successfully managed for the betterment of production. The organisation has its forms of communication that might be perceived relevant and flexible to the employees, especially in this digital age. For instance, the use of WhatsApp is imperative to communicate urgent information that is important. However, informal communication

should supplement the formal communication for effectiveness and for formal protocols to be observed (McQuail & Windahl: 2015). However, changes highlighted in this study are not paramount to reflect on the actual position of the organisation towards the way it manages changes that are internal and external to the organisation.

The study has shown that change in organisations is something that is continuously experienced, and it is inevitable. What is important is for the organisation to be flexible to change. The study has shown that the management at Komati Power Station is not effectively responding to strategic change while they respond well with operational change. The implications of not managing change effectively are that the objectives set for the organisation will not be met as expected. Changes are supposed to be communicated effectively to ensure every employee is aware of new developments. The study findings reveal that organisational changes at Komati Power Station are not perceived lightly. The consensus among employees is that these changes, be it in the managerial position or in terms of working materials, result in the spread of rumours pertaining to the dissolving of other plants and this creates an impression of not caring about the workers. Job insecurity and the fear of job loss is therefore intensified. This has implications on job satisfaction. If the employees are not satisfied by the job, their production levels become very low (Sekaran & Bougie, 2016).

This study shows that organisational change is pertinent to communication and the sharing of information. Information sharing on change is imperative towards attaining quality. The study reveals that while other officials are not aware of the changes that are taking place within the organisation, they will be expected to adapt to these changes. To fully adapt to these changes might therefore be problematic. Thus, the trend in the responses of the employees at Komati Power Station indicates that the experience of organisational change is not satisfactory. In general, the consensus among employees is that changes within the organisation should be communicated across all operational levels. It was established that change can make a profound contribution to the organisation if it is properly implemented and managed by the management. The management should create a conducive

environment that is flexible for change to be embraced and enquiries made to ensure successful change management.

Notably, changes that are strategic and have a great impact not only to the employees but the entire organisation and to the socio-economic aspects of the country are not well-handled. The problem herein does not only lie with the management of the power station but with the top management and the government who failed to effectively communicate the plans attached to the power station shutdown. This has caused huge employee dissatisfaction and a high turnover.

5.3 Achievements of the objectives of the study

The study was set to examine change management processes towards employee job satisfaction at Komati Power Station. Secondly, the purpose was to determine the importance of communication during change and the impact of the change process to job satisfaction. To achieve this, the study employed the use of a qualitative approach through semi-structured interviews from the officials at Komati Power Station.

The patterns on opinions and perceptions of the change management approach at Komati Power Station were established. Potential effective approaches to improve on the existing strategies regarding change management were provided. Research indicates that change management processes have a direct impact on job satisfaction. Moreover, communication is key in change management; as a lack thereof could lead to employee dissatisfaction.

5.4 Contribution of the study

The findings of the study indicate that effective management of the change process is paramount to employee job satisfaction. If the organisation fails to effectively communicate and implement change, they may lose critical skills as job dissatisfaction often leads to high turnovers.

The findings suggest that it is key to develop proper plans on how the organisation will approach change. After the implementation approach, it is important to communicate the plans in order to gain employee commitment and create stability.

Leaders are required to involve the employees in some ways during change to gain buy in and to prevent resistance.

5.5 Recommendations

The recommendations made were strictly based on the research objectives of the study.

5.5.1 Outlining the forces of change and the change approach

It goes without saying that a proper understanding of the forces of change will positively contribute in laying out an appropriate approach of change as suggested by (Newstrom & Davis, 2002:342). An incremental approach in implementing the change will be ideal as not all the plant units will be shutdown at once. This approach will ensure that changes made within the organisation remain stable, gradual and continuous with the existing status quo and is based on consensus, collaboration and participation.

5.5.2 Effectively communicate change

The study has revealed that there is a lack of communication of changes taking place in some areas of the Komati Power Station. The management should come up with effective communication strategies that will ensure that all the employees are informed on time of the changes taking place both internally and externally in the organisation.

The communication tools to be used are supposed to be carefully selected by management to ensure effective communication. The organisation should communicate the information first in a formal way before rumours of change emerge amongst employees. This will also cover issues of management being responsible for change and showing an effort in preparing the employees to embrace these changes.

5.5.3 Change management model

Management at the Komati Power Station should find suitable and effective ways of change. The organisation must be transparent and develop practices and strategies to monitor the implementation and management of change that is encouraging and

practical to employees for them to be able to seamlessly transit from one stage to another relevant to the change. Following a specific change model will assist the organisation to be structured in implementing change; moreover, the tool will ensure that all the steps set out by the organisation are stringently followed.

5.5.4 Training and workshops on organisational change

The research findings have revealed that management has to be involved in ensuring that the employees are taken to workshops that will highlight the possible changes to take place in the organisation and explain in detail why the action is necessary. These workshops can also be platforms of learning of new plants that are to be introduced to the station. New management can also be introduced in these platforms, as this will mitigate the resistance to change. This has also been suggested by Parmenter (2015) on the discussion on the important aspects about workshops.

5.5.5 Job satisfaction

Komati Power Station could initiate skills development workshops that aim to improve the skills variety, task identity and instil task significance. This could boost the internal work motivation (personal and work outcomes) and increase the meaningfulness of work (critical psychological states) according to Hackman and Oldham's (1975) model.

Feedback through effective communication becomes imperative to share the information and the knowledge of the results as suggested by Zeithaml, Berry & Parasuraman (1988); Proctor & Doukakis (2003).

Employee involvement should be the centre of the change management process. This will lead to commitment and ownership of change by all parties involved.

5.5.6 Technological innovation

The study reveals that technology is shaping the way things are done and how they get done. Komati Power Station has been affected by the changes in technology, which, among other things, is behind the introduction of new power plants such as

Medupi and Kusile Power Station. Because of technological developments, the capacity of one unit of each mentioned station is equivalent to all units in Komati taking into consideration that no load losses have occurred. Although this should be positively acknowledged, it has detrimental implications towards how employees feel, especially when rumours about the potential shut down of the plant are surfacing. Since technology is not a new phenomenon to the Komati Power Station, and the fact that technology itself is not static, these technological developments should be anticipated, and management should take into cognisance that training is imperative to improve and equip the workers with new skills relevant to these new technologies.

5.5.7 Leadership and change management

Strong leadership is one of the key aspects of management. In order to achieve effective change within the organisation, strong leadership should be exuded. True leadership communicates with its followers on all aspects of the organisation that promote business stability and positive progress (Proctor & Doukakis, 2003; Bommer, Rich & Rubin, 2005). Management should exude strong leadership that embraces its employees and constantly communicates with the employees.

5.6 Areas for future studies

Since the concept of change is a complex aspect of organisational culture, it needs to be approached from different perspectives that take into cognisance the issues of communication, and what are the best approaches to circumvent the potential challenges of organisational change. Therefore, the researcher believes that a deep understanding of the issues underpinning organisational change and employees' performance, different aspects of organisational change should be confronted from one context to another to arrive at effective mechanisms that promote the effective change management rather than to try and avoid it. This is typical of technological innovations that cannot be avoided but embraced. An attempt to avoid technological change is detrimental to an organisation in remaining competitive in the working environment, in global markets and all other aspects of the overall running of the business that is linked to technology. Therefore, perhaps future studies could investigate how technology is influencing change management. Moreover, studying

how imperative communication is during the change process and how it impacts job satisfaction thereof is crucial.

5.7 Conclusion

Change is inevitable and is constant. Every organisation should embrace change and all parties involved should do this in unison. The study shows that leadership should clearly state the course for change to be accepted with few uncertainties. Clear communication lines and involvement mitigate resistance to change.

A proper developed approach is key in change implementation. This will assist organisation as a roadmap of implementing change. Following proper strategies will help blind spot mishaps and ensure that every aspect of change is dealt with effectively.

Job satisfaction is key in retaining employees during change and eliminating critical skills turnover. Moreover, job satisfaction during change will ensure that job performance is not adversely impacted.

The power station managers should ensure that change is effectively communicated to employees and ensure employee engagement to successfully transition the organisation in the future.

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APPENDICES:

RESEARCH TOOL

RESEARCH QUESTIONS

Project Title: An examination of change management process on employees' job satisfaction in Eskom. A case of Komati Power Station.

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Dear respondent,

My name is Nkosie Ntusi and I am a graduate student at North West University School of Business and Government Leadership. I'm conducting a study which examines change management process on employees' job satisfaction in Eskom, with Komati Power Station as a case study.

The interview will require approximately 20 minutes of your time. Your responses are voluntary and will be confidential. To maintain this confidentiality, all responses will be compiled together and analysed as a group. You are under no obligation to participate in this project, and you may withdraw your participation at any time without prejudice. The data from this interview will be recorded with a recording device and will be later transcribed to identify emerging themes that answer the objectives for this research. Copies of the study will be provided to North West University School of Business and Government Leadership.

Would you like to continue?

Yes

No (Thank respondent and close interview)

Would you like me to record the interview?

Yes

No (Continue interview but note taking)

SECTION A: DEMOGRAPHICS

1. Age

18-25	25-30	30-35	35-40	40-45	≥50
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2. Gender

Male	Female
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3. Ethnicity

Blacks	White	Coloured	Indian	Other
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4. Education

High School	College	Diploma	Degree	Masters	Other
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5. Marital Status

Single	Married	Divorced	Separated	Widowed
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SECTION B: GENERAL QUESTIONS

6. What is your department area?

Engineering	
Finance	
Maintenance	
Human Resource	
Communication	
Works Management	
Risk Assurance, Safety, Environmental and Quality	
Transport and Logistics	
Outages	
Other, Please specify	

7. What is your job title?

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8. How long have you been working in Eskom?

Less than a month	
Less than a year	
1-5 years	
5 to 10 years	
10 to 15 years	
15 to 20 years	
Above 20 years	

9. What is your current job status?

Permanent	
Contractor	

10. Please tell me a bit of the history of the Komati power station.

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11. How does management's decision of shutting down power stations affect you and other employees? Are there major changes that you may have observed taking place at the Komati Power Station since you joined? Please explain these changes.

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12. How in your view were these changes handled? Please explain

13. To what extent were you or other employees at Komati station involved in managing the changes that you noted above?

14. Would you say that these changes were managed successfully? Please explain

15. How sufficient and effective was communication to employees about this change? Please explain

16. What were the main consequences to employees caused by this change and why?

17. Are there future changes expected at the Komati Station? Please explain.

18. Would you say that the Komati Station is prepared for these changes?

19. Would you say that the station has prepared the employees for these changes?

20. How is Management ensuring that job satisfaction remains high amongst employees during times of change?

21. Are there any other comments you would like to make concerning change and job satisfaction in Komati power station?

