

UNIVERSITY OF KWAZULU-NATAL

**IMPACT OF ORGANISATIONAL RESTRUCTURING ON EMPLOYEE MORALE
AND HEALTH**

By

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College of Law & Management Studies

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DECLARATION

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ABSTRACT

In today's world, organisational restructuring and change is a continuous, inevitable phenomenon, which impact and affects employees and organisations in various ways. The aim of this research is to determine how the restructuring process was planned and implemented by the University of KwaZulu-Natal (UKZN) and if it had negatively or positively impacted the morale and health of its employees. This would assist to determine possible approaches on how any future change should be effectively managed within the organisation, to ensure there are no adverse effects on employees and the organisation. A quantitative research strategy approach was used for the study and the population consisted of all UKZN's staff with a response from 136 participants completing a web-based questionnaire developed for this specific study. An analysis of the results revealed that there was a lack of consultation and employee participation, with staff not given an opportunity to give input in planning and implementation of the change and there was a lack of support and guidance from managers. An important finding was that almost 70% of participants reported that the change has impacted negatively on their morale and health at the institution. It was also reported that management had not implemented the process effectively; as a result, there was a lack of trust and confidence in management. There was also a lack of communication to staff and all relevant information was not accurately and timeously communicated. It is recommended that for any future restructuring process to be successful, a transparent and fair change process, together with quality enhanced communication of changes and employee participation and feedback is very important to ensure less stress related health effects are experienced by staff. Managers should ensure supportive restructuring mechanisms put in place to ensure healthy change processes and employee well-being is maintained.

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CHAPTER ONE

INTRODUCTION

1.1. Background

Today's global environments in which organisations operate, are highly challenging and undergo continuous organisational change to keep up with changing environments. According to Gaanyesh (2013), he explained that organisational change takes place when a company changes from its current state to its desired future state. He also stated that planning and implementing organisational change occurs by the process of managing the change (Gaanyesh, 2013). Change occurs in personnel or departments and the way in which employees and departments report to each other. Employees, however, are impacted during these transition periods by these changes, which affect employer-employee relationships relating to perceptions and expectations either in a negative or positive way. Research by Cascio (2010) has revealed that organisational restructuring has negatively affected the well-being of employees and has resulted in many employees becoming redundant with some leaving the organisation while others being placed into different job positions. This resulted in uncertainty and anxiety in employees despite the fact that management assured them that they would not lose their jobs. Employees therefore feel insecure and confused and result in being less productive. Research by De Jong, Wiezer, de Weerd, Nielsen, Mattila-Holappa and Mockatto (2016), has revealed that organisational restructuring is inevitable for any organisation, however these changes and the way it is implemented, affects the organisation and impacts on employee morale and health in a highly negative way. They found that individuals identify change to be a threat to their morale and well-being. Employees respond to change in ways that are not suitable that eventually lead to counter-productivity. Therefore, understanding the effects of restructuring and the management of the restructuring process on the well-being of the employee is important in order for the organisation to find ways to decrease the negative effects that result on those employees that remain in the employ of the organisation after the restructuring process.

According to research by Quinlan and Bohle (2009), downsizing during restructuring, in most instances, always increased the job insecurity for employees, which resulted in negative occupational safety and health effects, resulting in authors calling for more research to be done into these mechanisms. Their findings also revealed that the process of organisational change influenced health outcomes. Other research has found that organisational change negatively

influence well-being at work, including elevated risk of mental health problems (Bamberger, Vinding and Larsen, 2012; Loretto, Platt and Popham, 2010), increases in poor self-rated health (Ferrie, Shipley and Marmot, 1998; Kivimäki, Vahtera, Ferrie, Hemingway and Pentti, 2001) and other health issues. They further found that employees that go through the process of losing their job might treat it as a stressor or a major life event, where during the process of change, they experience increased tension and distress. Organisational change leads to employee stress and the way the process of change is carried out, may lead to psychological uncertainty, which affects well-being (Quinlan et al., 2009). Stress factors include conflicts of interest, job insecurity, increased workloads, uncertainty and vulnerability, which results in lowered morale for employees that remain in the organisation and shows a negative impact on physical and mental health.

According to research by Tanner and Otto (2016), communication and feedback during the restructuring process was found to be an important form of social support, whether it is positive or negative, as it allows employees to evaluate their performance, contributes to their self-development and enhances motivation and well-being. They also found that sometimes in the most transparent organisations, there is a lack of formal and informal communication provided in leading up to the change, as managers may feel a need to withhold certain information (Tanner et al., 2016). It is therefore important for new and improved channels of communication, both formal and informal, to be established, both during the change process as well as post-change period. Feedback is important to reassure employees regarding uncertainties and increased job demands. Research by Van den Heuvel, Demerouti and Bakker (2014) have revealed that adjustment to change have been expedited by providing personal resources and leadership support. Larkin and Larkin (1994) have suggested that if superiors can provide employees with information during the change process, then implementation of a successful change can be guaranteed.

Therefore this study will focus firstly on the level of employee involvement and participation in the change process, seeking to find reasons on how frequent restructuring impacts on employees, their jobs and growth prospects within the organisation, thereby affecting well-being. It aims to examine how communication plays a role as an intervening effect during the change process, in order to attain an effective change implementation. The research will aim at investigating how important it is to implement a well-established form of communication, in order to obtain feedback in dealing with organisational change. The study will also seek to

examine the relationship between a company's restructuring and the effect it has on employee morale and health.

1.2. Problem Statement

Organisational restructuring has proven to cause insecurities and tension to employees, due to uncertainty and lack of information, which results in distress in both victims and survivors of the process (Michel and González-Morales, 2013). The University of KwaZulu-Natal has undergone continuous restructuring where many staff were re-deployed or some lost their jobs while others who remained in their positions faced extra workloads. During the restructuring process, staff were stressed, experienced health problems and many complained of lack of communication and feedback from management. If the restructure process is poorly managed, it will prove much more difficult to undo the damage, causing employees stress levels to increase, negatively affect their well-being and cause a damaging effect on the organisation as a whole. The cost of the restructure need to be considered, should it not be a success and does not achieve its objectives. These factors indicate that there is a need to review the strategy and find new and innovative ways on achieving successful business change that takes into account proper planning of change, successful implementation, adequate channels of communication and measurement, so that employees are not left stressed and result in damaging effects to their morale and health outcomes. This study will seek to identify the impact the recent restructuring at the University of KwaZulu-Natal has had on the morale and health of its employees.

1.3. Motivation for the study

The chosen organisation has undergone continuous restructuring in the past few years affecting both the organisation and its employees. Both during and after the change process, employees were confused and uncertain about their jobs and they felt insecure, which resulted in them becoming less productive. Morale decreased and many employees suffered from various health issues. The adverse effect on both the organisation and employee motivated this study, in order to examine employee perceptions on how the restructuring process was implemented, how management led and managed this change and what effect this had on the morale and health of employees. The results will be relied on to formulate an appropriate strategic framework where managers need to understand the consequences of change on both the organisation and employees and take appropriate action in implementing the restructuring process successfully. New models will also be considered, to be developed for implementing organisational change that can also be adapted to different organisational situations.

1.4. Research Objectives

This study will aim to achieve the following research objectives:

1. To evaluate employee participation in planning and implementation of the change process at UKZN.
2. To evaluate if frequency in organisational restructuring at UKZN has negative or positive effects on employee morale and health, loyalty and commitment.
3. To evaluate whether social support and frequent organisational restructuring has negatively or positively affected trust in managers at UKZN.
4. To evaluate how the communication strategy during the restructuring process at UKZN was perceived by the employee.
5. To recommend improved strategies that UKZN and other organisations can employ without adversely affecting the employees morale and health in implementing a restructuring process.

1.5. Research Questions

The following research questions will be addressed in order to achieve the research objectives:

1. What was the level of employee involvement in the restructuring process at UKZN?
2. Has the restructuring process at UKZN affected employee's attitude towards morale and motivation in a positive or negative way?
3. Did the restructuring process at UKZN have a negative impact on employee's health to the extent they had to seek medical attention?
4. Was there effective communication and regular updates from management during the restructuring process at UKZN?
5. Was there adequate social support from management during the restructuring process at UKZN, which did not jeopardise honesty and trust?
6. What recommendations can be made to improve the future restructuring strategies at UKZN, which will not adversely affect morale and health of employees?

1.6. Expected Outcome

This study aims to explore UKZN's restructuring process in relation to frequency, level of employee involvement, management support, communication in relation to how each of these components affects employee morale and health. The study aims to identify key areas in which the organisation can improve and carry out its future restructuring processes in a careful and considerate manner so that there is no adverse effect on the well-being and health of its employees.

1.7. Focus of the study

The chosen organisation has undergone frequent and continuous restructuring in recent years. The focus of this study is to learn, extract and evaluate the various experiences by staff involved in the change process and their perceptions of whether the change process was planned, implemented and evaluated adequately. This will be measured against theory drawn from prior research, so that formulation of a meaningful and successful transformation strategy could be adopted and implemented in our chosen organisation.

1.8. Limitations of the study

This study is limited to the UKZN's five campuses and does not include research done in other University's or organizations. Therefore, the results could not be generalized to other public organizations as various organizations adopt different cultures.

1.9. Structure of the study

This study covers six chapters. Chapter one provides a high level background on the scope and context of the study and includes the problem statement, objectives, motivation, research questions, expected outcome, focus and limitations. Chapter two discusses the literature review which analyses various issues relating to change and restructuring and how relevant and important the role of communication and social support plays in determining how employees react to organisational change. In chapter three, a discussion of the research methodology is undertaken and outlines the research paradigm, criteria for methodology selection, measurement instruments and statistical techniques used in data collection and analysis. Chapter four summarises results and findings of research by the use of statistical analysis and interpretation of results. An analysis and discussion of the results is provided in chapter five, which results are compared with related research findings in previous studies. Finally, chapter six contains a summary, conclusion and recommendations for future research opportunities.

1.10. Chapter summary

In summary, organisational restructuring is inevitable for any organisation, however these changes and the way it is implemented affects the organisation and impacts on employee morale and health in a highly negative way. This study seeks to help organisations to implement any future restructuring process in a careful and considerate manner to ensure employees fully understand what to expect and when to expect it so that there is no adverse effect on their well-being and health. The outcome of this study could help to contribute in developing an appropriate framework thereby assisting other organisations in achieving a successful implementation of its restructuring process. The findings in this study can improve old or develop new models in organisational change implementation that could be adapted to different organisations that are undergoing change. The next chapter will review relevant literature relating to the relationship between organisational restructuring and the effect it has had on employee morale and health.

CHAPTER TWO

LITERATURE REVIEW

2.1. Chapter Overview

Restructuring can be defined as an organizational change that affects either a whole organizational sector or an entire company in the forms of, closure, outsourcing, offshoring, sub-contracting, merging, delocalization, internal job mobility, business expansion or other complex internal reorganizations and job cutting (Eurofound, 2014).

This review examines the relationship between a company's restructuring and the effect it has on employee morale and health. Research has indicated that restructuring in an organisation have led to a more negative impact on employees health instead of positive effects and had increased certain risk factors which lead to poor health conditions. Much research relating to organisational restructuring try to unravel the question of whether restructuring has contributed largely to a negative or positive impact on employee well-being and health.

2.2. Employee Involvement and Manager Support during Restructuring

2.2.1. Level of Employee Involvement and its effects on health

Research carried out by Marais and Hofmeyer (2013), have found that firms take a strategic decision to restructure in order to align the internal structures of the organisation with the macro-environmental factors that are continuously changing. They state that by restructuring, the firm cuts cost by downsizing or re-engineering the business processes and sometimes, closing divisions that are not profitable. The findings from their research relating to the population that was studied showed that restructuring resulted in a decrease in organisational trust and employee commitment. Evidence obtained from results from research by Marais et al. (2013) showed a high correlation between an organisation's restructuring, employee commitment and institutional trust and has revealed that a change in any one of the above will have an effect on the other. They therefore suggest that an organisation should aim to retain employee trust and commitment if they want to remain successful in their competitive and changing environment. The article also provides good evidence on how restructuring

negatively impacts on employees and also provides suggestions that will help to limit potential problems.

Other research carried out by Burnes (2015) investigated four theories. In his first theory, he found that when changes occurred in an organisation, a large number of employees felt betrayed when the company is affected by what situation the company is facing at that point in time. If the survival of the organisation is at stake, employees are able to identify that existing practices cannot last and change is inevitable. Since management and employees both understand that major change needs to take place and can see that the only hope for the company's survival is, by the implementation and creation of a new vision, they therefore, are more open to promote and accept the change to take place (Burnes, 2015). In his second theory, he examined how the organisation managed the change and the involvement of employee participation. His conclusion supports research by Coch and French, in that employees involved in the change and those that experienced high levels of involvement, tended to accept the change more readily, reported the change as being less stressful and showed overall support related to the change (Oreg, Vakola and Armenakis, 2011). Therefore, in these situations, employees were not so highly stressed and it did not affect their health negatively.

The third theory by Burnes (2015) related to research done to the psychological contract where each party to the contract has expectations about salary, working hours, pay rate etc. that involves a person's dignity and worth and if the employer violates these aspects, it may lead to resistance such as strikes, labour unrest, employee turnover etc. However, he found that if employees can see why the contract has to be changed and if the new contract aligns with their demands, then they will not resist the change and it will not affect their health negatively. The fourth theory investigated dispositional resistance, where research carried out by Oreg et al. (2011) revealed that employees were found to be diverse to the extent to which they could accept or resist change psychologically. They found that individuals who experience a high level of dispositional resistance to change, initiate less changes voluntarily and their attitudes towards the change they experience are more negative (Oreg, Bayazit, Vakola, Arciniega, Armenakis, Barkauskiene and Hetland, 2008).

According to Burnes (2015), he also found that some employees are predisposed to resistance to change, but if their relationship with their employer were of a positive view, there would be less resistance to change. He therefore concluded that the methods used in the change process and the degree, to which the employee should be involved, needs to be planned and carried out

in such a way that managers and employees need to understand the cause of the existing situation. They need to understand the organisations willingness for change, as individual's reaction to change is affected by how the organisation managed the change, which supports Coch and French's four later theories and was found to support and be consistent with their Harwood work (Burnes, 2015).

Further research carried out by Vedina and Dolan (2014), showed that there was a positive correlation between how co-worker handles the change, to how they receive support and a negative correlation with younger employees experiencing anxiety and elder employees experiencing physical burnout (Vedina et al., 2014). This study showed that organisations need to dedicate more attention to improve procedures on how to implement change. The authors also revealed that anxiety levels of elder employees was much higher and they were more negatively affected by change than their younger colleagues. Reference was also made to another study carried out by Flynn (2010), where he found that elder employees may sometimes hide deficiencies in the job such as training required, as they experience fear of being 'found out' in the organisation. This occurs because of employees feeling insecure about their jobs resulting in vulnerable and older employees experiencing fear to voice concern about threat to their jobs. He also stated that there is a higher level of job control for managers which results in greater job satisfaction that is revealed in both young and older employees (Flynn, 2010).

The research by Vedina et al., 2014 referred also to prior research relating to this topic, which revealed that employees that occupied higher status level jobs demonstrated lower anxiety and depression levels. Older employees often worry about apparent lack of use of their experience and limited skills, but still are not keen to involve themselves in training of a professional nature and in acquiring new skills. Although they know that it is very difficult to find a good job that matches their current situation, they do not seek to get more career advice from superiors and think their employer can easily replace them if they leave and they feel as if they cannot ask for their colleagues help (Vedina et al., 2014).

2.2.2. Effects of Manager Support during restructuring

According to research carried out by Smollan (2017), relating to supporting staff through stressful organisational change, revealed that support is particularly helpful when people are faced by stressful circumstances at work. He found that work-related stressors mostly emerge from challenging roles and relationships. The specific context of this paper relates to how change in organisations caused new stressors or magnified old ones, which results in worsening

pre-existing stress levels (Smollan, 2017). Support becomes particularly relevant given the uncertainty and insecurity that often accompany change (Cullen, Edwards, Casper and Gue, 2014; Lawrence and Callan, 2010; Schreurs, Van Emmerik, Gunter and Germeys, 2012).

The destructive personal consequences of anxiety, burnout, and illness (Bakker and Demerouti, 2007; Leka and Jain, 2010) also lead to reduced performance. It was found that stress results when employees believe that their personal resources such as their skills they possess, traits, and social support, are insufficient to deal with their work demands (Folkman, Lazarus, Dunkel-Schetter, De Longis and Gruen, 1986; Hobfoll and Shirom, 2001). This results in physiological, behavioural, emotional, and cognitive problems (Leka et al., 2010), which can lead to distressing consequences for the individual. This negatively affects the organisation in terms of increase in sick leave, poor turnover, decrease in productivity, increase in conflict situations, and showing disloyalty (Cooper, 2006; Haar, 2006). The author found that while organisational change is not always stressful, quantitative research on change that is stressful has revealed how support can be beneficial to the well-being of the employee and it is important for who gives this support and in what form it is received (Smollan, 2017).

However, Giauque's (2015) study involved how change affected middle managers in Swiss hospitals, where he found that by employees receiving good support from superiors, it resulted in decrease in stress levels and their attitude towards change was more positive when there was good participation and adequate communication during the change. The research also indicates that some stressors are present before organisational change, and may be exacerbated during and after organizational change, while new stressors may arise in different phases (Fugate, Kinicki, and Scheck, 2002). There are different types of support such as emotional, instrumental, informational, and appraisal (House, 1981), which can be obtained from both inside and outside the organization (Fugate et al., 2002), and this results in improved well-being and greater commitment to the change (Giauque, 2015; Lawrence et al., 2010). It was found that the relationship between the different forms of stressors and support is bi-directional, whereby stressed employees may look for support of different forms and from different sources.

Good support from others may encourage the employee to re-evaluate a change, such as redundancy, re-deployment, or job-redesign as less threatening. In these situations, stress levels would decrease during and/or after change. If support is effective, it should lead to improved well-being and sometimes to greater commitment to the change. However, employees who are negatively affected by change, for example, those who lose their jobs in downsizing, are

unlikely to be committed to this change, even if they find jobs elsewhere and cope well on a psychological level. The outcomes of support and different coping mechanisms results in a sense of well-being and commitment to change, which may reduce negative assessments of organisational changes. The model further allows for a qualitative exploration of perceptions of types and sources of support through different phases of stressful change.

Another research carried out by Smollan (2015), relating to ‘The Personal Costs of Organizational Change’, revealed that although stress existed before the change, poor change processes and significant uncertainty relating to the change, generated negative effects on ‘physiological, behavioural, affective, and cognitive levels’ (Smollan, 2015). This research indicated that employees experienced greater damaging stress after the change, to their well-being, as workload increased, relationships deteriorated and there was existence of fear that there will be further change in future. They recommend that there is a need to recognise the personal costs of organisational change by management and they need to find ways to minimise these costs where possible. They also reviewed research on public sector change where they found that if management failed to provide adequate resources to support their change, this would result in high levels of interpersonal stress and would result in the organisations activities and functions to be neglected. It was revealed that stress occurs during organisational change as employees face new expectations and in most of these situations their resources are reduced and relationships are altered. Manager’s roles and decisions are affected by economic logic, which is different to their employee’s interests, attitudes and group capabilities. Managers need to understand the psychological aspects of change but they themselves have to face changes to their own roles in which they are also not often supported and as a result also suffer the costs of organisational changes.

According to research carried out by De Jong et al. (2016), employee’s job attitudes indicated a positive change and their job satisfaction rates had increased as a result of restructuring, which according to these authors, was as a result of the reason for the restructuring and the way the restructuring process was managed. Some studies showed increase in well-being during restructuring where a company was closing down but staff were given a clear update of the future of the company by management. While another positive study of restructuring was done for customer satisfaction without reducing staff, there was no job insecurity, as staff were given clarity on the outcome of the restructuring. Another study results shows positive change in satisfaction with top management, of which these results were positive as a result of how the change was managed.

Information accessed from prior research (Termpaperwarehouse, 2014) has found that companies restructure to survive and be able to meet their financial challenges. Research carried out here found that it was not about why companies had to cut jobs and downsize, but it was more about how managers should correctly and strategically carry out the process, so that the organisation benefits and their goal is reached and most importantly that the trust and loyalty of surviving workers was retained. Their research also referred to the saying by Reich, (Mishra and Spreitzer, 1998), that trust is one of the most valuable yet brittle assets in any enterprise, so over the long term, it is far better for companies to downsize in a humane way.

2.3. Employee Attitudes, Morale and Motivation after Restructuring Process

2.3.1. Employee Attitudes after change process

Other research done by the Association of University Staff (now the TEU, 2009), where they carried out a survey on-line to determine the impact of restructuring and reviews on University staff. The survey required staff to answer a set of questions that was designed to determine the frequency of restructurings carried out in the organisation and how it had impacted staff. They intended to use this data to develop future strategy and policy for the union and also to determine how effectively the restructuring process was managed by the University's management. Certain limitations were experienced here, in that responses were only obtained from members who were still employed in the university after the restructuring process, as those that left could not be contacted easily. They recommend that further research should be carried out on staff that was made redundant which would help to examine these responses further. This research however revealed that only a few respondents had positive comments while there was an overwhelmingly negative response from most of the staff. There is a substantial amount of research that was carried out that revealed that restructuring has affected employees attitudes to their work by decreasing job satisfaction and job involvement in their respective positions. The research also show that people do not get used to any restructuring process in terms of their well-being, no matter how often they go through the process.

Further research carried out by Mäkikangas, Kinnunen, Feldt and Schaufeli (2016), based on the longitudinal development of employee well-being and how it affects work and stress, showed that age and change of job were the major factors influencing stability. They found that well-being in younger employees and employees who had to change jobs were more negatively affected than older employees and those employees who did not have to change jobs. They reviewed whether employee well-being remained stable, or did it change over time and also

researched the impact of age, change of job and how time lags affect employee well-being. They found that age and change in job affected stability of well-being. Time lag effect was a minor issue. They found that in relation to age, the rank-order stabilities were lower and mean-level changes more dominant in younger employees compared to older employees. This could be as a result of younger employees being faced with more damaging stressors such as job insecurity (Scheibe and Zacher, 2013), that was found to be inconsistent over time (Kinnunen, Mäkikangas, Mauno, Cuyper, and Witte, 2014), which have resulted in employee well-being levels being unstable. The result of this instability could relate to younger employees continuously changing attitudes towards their jobs, since they initially start their first job with a promising outlook, which decreases as time goes on, as this trend was found in job satisfaction (Boswell, Shipp, Culbertson and Payne, 2009).

To add to this, it was found that older employees possessed greater work experience and was therefore better equipped to deal with different stressors (Mauno, Ruokolainen and Kinnunen, 2013), which relates to research by (Scheibe et al., 2013), who found that there were different reactions to different stressors as a result of age. The result of research relating to an employee's age could also be interpreted in the light of the life-course theories (Baltes, Lindenberg and Staudinger, 1998). These theories revealed that an employee's age helped to adapt and improve the management of stress resulting in development of favourable well-being (Baltes and Baltes, 1990; Staudinger and Kunzmann, 2005; Isaacowitz and Blanchard-Fields, 2012; Charles and Carstensen, 2009). There was an association between change in job to both low rank ordering and change in well-being levels. These findings are mainly based on the studies relating to job satisfaction, which distinctly showed either, a no, or a low continuity between the satisfaction scores for the previous and current job (Boswell et al., 2009; Staw and Ross, 1985). They found that when employees change jobs, it is usually because of a better job, and such positive development in well-being can be viewed as natural (Mäkikangas, Feldt, Kinnunen and Mauno, 2013).

Research carried out by Cascio (2010), found that restructuring had resulted in increased demands and increased time pressures for employee's, which decreased their well-being. It also found there was a decrease in support from supervisors during the change and an increase in conflict between supervisors and their subordinates and also between work colleagues themselves. This research also examined who were most vulnerable to the changes. Certain groups of employees were found to be more at risk, which included employees who already experience a low sense of well-being even before the change took place. Affected employees

also included those that did not have the required skills and ability and as a result had lower confidence levels, as well as those that focused more on coping with emotions by trying to decrease negative emotions related to anxiety, stress and anger, rather than trying to improve their own situation. Other employees at risk were those that felt they had a lower chance of getting a new job.

2.3.2. Employee Morale and Motivation after change process

According to the research by De Jong et al. (2016), they also researched a further three reviews on how organisational change impacted on employee well-being who remained in the company after restructuring (Bamberger et al., 2012; Quinlan et al., 2009; Westgaard and Winkle, 2011). Research by Quinlan et al. (2009) examined how downsizing and job insecurity impacted on occupational health and safety. They found that downsizing resulted in increased job insecurity in most cases and affected occupational health and safety negatively. According to Quinlan et al. (2009), downsizing or reduction in workforce for a large number of organisations failed to improve productivity or financial performance. It is therefore important to understand the effects of a restructuring process and how it is managed on well-being of workers so that we can find a solution to decrease the negative effects for employees who still remain in the organisation after the restructuring process. Further, Quinlan et al. (2009) described that well-being, during restructuring, can be affected by change in workload or workplace atmosphere and that different workers will experience different effects of the restructuring, as individuals have their own views and reasons to the way they accept and cope with changes which moderates the relationship between well-being and restructuring. Another study showed that job insecurity related positively to job stress in employees but not supervisors.

According to research done by Nikolova, Van Ruysseveldt, De Witte and Syroit (2014) relating to wellbeing in times of task restructuring, where they investigate the buffering potential of workplace learning and how it relates to work and stress, they argue that employee well-being related to emotional exhaustion and vigour and is negatively affected by task restructuring. There was an increase in emotional exhaustion and employee vigour decreased after the process. They found that workplace learning could diminish the negative relationship between task restructuring and well-being. Their findings showed that by acquiring new KSAOs, employees can be prevented from becoming exhausted emotionally during task restructuring and it promotes employee well-being, as it reduced employee's performance anxieties, which occurs by organisational change. They also state that during task restructuring, policies and

practices set by the organisation, which optimises work performance and processes, should also be aimed at supporting employee well-being.

Research carried out by Grant (2014), entitled “The Efficacy of Executive Coaching in Times of Organisational Change”, explains that organisations use executive coaching to help executives to handle various conflicts that may occur during change and helps to support them, so that they are able to meet the work related goals of the organisation. Executive coaching has a set of principles which teach employees responsibility, how to collaborate and be accountable, how to create awareness, how to action plan and be committed to the organisation (Grant, 2014). He found that coaching firstly ensures there is a supportive and confidential relationship between the executive and coach, where they can discuss professional and personal issues, which allows them to look at problems from a whole range of different perspectives and allows them to relieve stress and anxiety in this way.

Secondly, coaching helps to develop a process where one can set personal goals that are valued which then encourage them to work towards achieving these goals, which results in increase in well-being, helps them to think in a solution-focussed way and helps build their self-efficacy. Thirdly, coaching supports them to deal with any situations, which has setbacks and being involved in a systematic process helps to build their resilience and improve self-regulation, which are two important aspects in dealing with organisational change successfully. Employees may therefore feel that they are better equipped with change and stressors at work as they may experience an increase in readiness to change, greater job satisfaction and well-being and improvement in self-efficacy (Grant, 2014) after the change process.

There are several reasons why coaching helps executives to function better during and after organisational change. Firstly, executives need to isolate themselves from the day-to-day activities of the organisation and involve themselves in flexible strategic thinking which is necessary to understand and deal constructively with unpredictable issues in order to deal effectively with organisational uncertainty. Secondly, coaching helps to make one aware of their own feelings, behaviour and personal thoughts, which is required in effective leaders. Since results of coaching has shown an improvement in solution-focused thinking, it is ideal for leaders, as they require the ability to find solutions to problems and therefore they need to change their mind-set from a diagnostic approach to a solution-focused thinking style (Grant, 2012). The primary aims of a coaching programme was to help executives to manage change, create productive relationships and navigate ambiguity. It also aims to help an individual to

understand their own strengths, their needs to develop further and personal values in order for them to develop themselves in their own careers. The author also found that coaching impacted positively on readiness to change, which is related to job satisfaction and to be able to solve problems and deal with challenges related to job change that occurs during and after an organisational restructure. Coaching increases their morale, motivation and confidence levels in dealing with changes in the organisation, which is an important component in self-efficacy, which is a confidence rating for an individual, in order to be able to fulfil a specific task set and is important as it helps to predict change in behaviour.

When leaders possess self-efficacy, they are able to motivate and engage team members, which is very important during organisational change. He also found that coaching reduced depression levels and increased resilience. After organisational change, individuals are faced with setbacks and challenges whilst trying to reach their goals and they need to overcome these setbacks. By dealing with these setbacks their resilience is improved, depression levels decrease, and they become more confident by overcoming such challenges. The study showed primary evidence that executive coaching can be very effective when an organisation is undergoing change, can fulfil an organisations mission, as they positively impact on relevant goals of the organization, and also suggests that GAS could be used as a useful tool in measuring change and development initiatives in the organisation (Grant, 2014). Since it was found in the study that coaching improved leadership self-efficacy, it supports the concept that executive coaching is an effective organisational change-related intervention. It also highlights how important it is to use a wide range of mental health measures in coaching, in order to improve resilience related to well-being and decrease depression levels (Grant, 2014).

Further research on downsizing during restructuring by Cascio (2010), have found that employees that remain in the organisation after the process is completed, feel guilty and depressed. Employee's morale, trust and loyalty in the firm's management decrease after the process. Their stress levels and intention to quit increases and they experience a loss in personal control over important events in their life. This research found that when employees are employed, they enter into a contract with the firm known as a "psychological contract", which guides the relationship between themselves and their employers. They expect employers to deliver certain actions such as fair treatment. When restructuring occurs and a firm is downsized, workers feel that the psychological contract was breached and employees respond by not making an effort and do not want to get involved in the process by deciding to quit or to stay absent from work. High performing employees were found to leave and find alternate

employment, to avoid the uncertainties of the outcomes of the restructuring process even before decisions are made.

Also relevant to this paper is previous research work examining the points to consider from information obtained from staff that were reviewed (TEU, 2009). This research found that the sector was over-reviewed, where most staff felt that continuous restructuring did not give them the opportunity to adjust to changes and get used to new systems and new positions in time before another review occurred. They stated that this affects their morale and results in low productivity as it resulted in work overload, which caused a reduction in services to students and other staff. Respondents felt that management had already made decisions regarding the restructuring and staff was asked only for their input, to show the University was meeting 'Collective agreement obligations' or 'policy requirements' (TEU, 2009).

Further research by Schofield (1998), found that staff morale was poor if the organisation is large in a restructuring process. He found that management were not aware of the damaging effects these changes have had on employee morale, motivation, loyalty and job security.

2.4. Management Communication during the Restructuring Process

2.4.1. Communication before change

According to research done by Tanner et al. (2016), they investigated communication between superiors and subordinates during change in an organisation. They examined under what conditions it was important to obtain communication of a high quality and they looked at the model of the conservation of resources theory (Hobfoll, 1989), which suggests that, when there is a threat of losing resources, there is actual loss of resources or there is failure in gaining resources, employees will experience stress. This model therefore shows that stress occurs in an individual when there is expected loss, which is seen as a threat relating to their occupation, status or career possibilities, and in order to avoid this stress, employees need to obtain the necessary resources such as employment security. If there is no threat of loss during change, they will not experience stress.

They further investigated the model by Michel et al. (2013), which found that individuals consider any change in the organisation as a stressor that influences their well-being. The process of change and cause of change may result in psychological uncertainty, which negatively affects well-being. Therefore, certain job characteristics, which help to reduce this uncertainty, are important resources to prevent employee's well-being from being negatively

affected (Michel et al., 2013). They therefore conclude that high-quality communications may have a positive effect on stressful situations. Other research carried out by Ferrie, Westerlund, Virtanen, Vahtera, and Kivimäki (2008), has revealed that there was a decrease in the mental and physical health of employees undergoing organizational change. Therefore, the organization needs to consider the health of the employee to be just as relevant as the focus on work-related outcomes such as job satisfaction. Uncertainty during change occurs because of poor communication during the process of change.

The study of Schweiger and Denisi (1991) showed that communication that is honest and updated received during the change process caused a reduction in uncertainty in individuals and resulted in an increase in job satisfaction and commitment in an employee. Another study by these authors revealed that employees' reactions to change is affected differently by the organization and superiors in the organization (Fuchs and Prouska, 2014), and found that a leader's supportive role is very important in the change process (Van den Heuvel et al., 2014; Van der Voet, Groeneveld, and Kuipers, 2014). The authors therefore conclude that good communication between superior and subordinates will allow for the building of trust between the two parties, which will help to decrease stress and reduce the negative effects that affect an employee's well-being and health outcomes. A research done by Cooper et al. have found that managers in business that are family owned have a lower degree of exposure to redundancies, cost reduction programmes and delayering than those in public organisations. Many firms have agreed that accountability had increased but these authors found evidence that any positive benefits relating to faster decision making, productivity, profitability, flexibility and the right skills and experience is far from conclusive. The authors suggested this indicated a problem in planning, managing and communicating the change. They also found that different levels of managers saw the effects of restructuring differently. Chairman's and MD's believed that morale, loyalty, motivation and job security in staff had improved through the restructuring while senior managers have stated that morale, loyalty, motivation and job security have not improved. Their study has raised major issues on the degree to which higher management have been informed of the impact of change. Further research should be carried out which should aim to seek feedback from higher management levels regarding changes, where because of poor strategies in communication, difficulty in managing change, not being able to share vision and values and poor listening skills, managers may need urgent development to carry out any restructuring process successfully.

Other research by Bonisiwe, Simelane (2012), carried out on restructuring in Post and Telecommunication Corporation, found that the restructuring often led to staff being discontent and mistrusting management. There was clear indication of poor communication from managers to employees that resulted in low staff morale. Substantial evidence showed the restructuring was done to increase corporate financial performance, which resulted in a discontented workforce and staff being stressed, strained, and worrying about their job security. It was further found that many restructurings occurred because of change in management or leadership.

With reference to the research carried out by Cascio (2010), focus in his research was on ways to minimise the negative impact of restructuring on well-being and to foster positive ones. He found that a good communication strategy should be developed between individual, organisation and management levels. Managers also need to get expertise from employees and use it to ensure ownership. Managers should be given the opportunity to make changes at their level to be able to adapt the organisations strategy to meet the abilities of individuals that work with them. He had also found that appropriate support should be given where the needs of employees and managers must be analysed and the organisation should ensure they provide them with the ability to cope with change and also to take on new responsibilities that come about as a result of the new structure of the organisation.

2.4.2. Quality of Communication during change

Another research carried out relating to Cognitive appraisal as a mechanism linking negative organizational shocks and intentions to leave by Biggane, Allen, Amis, Fugate and Steinbauer, (2016), revealed in their studies that the quality of information shared during change as well as procedural fairness during restructuring and anxiety about change, influences turnover intentions which is mediated by threat appraisal. In the work context, threat appraisal represents the extent to which an employee feels that work-related benefits, opportunities, and conditions are at risk or may be jeopardized in the future (Fugate, Prussia and Kinicki, 2012). Employees saw the restructuring as threatening if the communication during change was poor and the decision making processes during the restructuring was unfair, which resulted in increased levels of anxiety relating to the change. However, employees felt that if they had adequate information and resources to deal with the stressors of change, they would then not perceive the situation as a threat. Therefore, Biggane et al. (2016) argued that the quality of change communication can modulate the way in which one perceives and assigns meaning to an event

by providing individuals with important contextual information about the change and a frame in which to interpret the change (Biggane et al., 2016). They further concluded that employees could predict future events and enhance their perception of trust and control during change if there was a perception of fairness involved. To resolve this, their research revealed that organizations can influence threat appraisals and thus turnover intentions by: (1) offering timely, accurate, and useful change information; (2) involving employees in restructuring decisions, using transparent procedures, and being empathetic to employees' concerns; and (3) abating anxiety through encouragement, and helping employees to integrate and identify with the newly formed organization (Biggane et al., 2016).

The study also refers again to research carried out by Vedina et al. (2014), where the authors express further the importance of communication and information sharing to employees during change. They state that information not only about how changes will affect their jobs are given, but information related to current state of changes as well as the general goals of restructuring, should be shared.

The research carried out by Smollan (2015) on the Personal Costs of Organizational Change, also found that stress in employees are caused when an organisation undergoes change if during this change the processes are communicated poorly, are uncertain and employees think it was done unfairly and decisions were taken too quickly or slowly. Employee stress is caused when jobs are lost, there is an increase in workload and relationships between employees worsens. They also found there was a high incidence of sleeplessness caused by anxiety about work issues caused because of lack of communication. There were negative reactions for some individuals such as overeating or drinking, sleeplessness, skin problems or gastrointestinal problems, poor concentration, anxiety etc. Their research revealed reactions to stress was present before, during and after the change process, but the type and intensity of the stress was different between different individuals. The major cause of stress was lack of consultation to employees, information about the change not provided continuously, workloads increased without provision of adequate resources and negative relationships were present between each other. The meta-analysis of Bamberger et al. (2012) reveals that the transition phase led to more mental health problems in sixty five percent of the studies. The authors did not find any differences in reactions based on gender, age, service length or roles, whether clinical or nonclinical. They found that managers were also stressed during the change for their staff, as they felt guilty for reducing the number of staff and resources, which was demanded of them by senior management.

Also relevant to this paper is previous work examining the points to consider from information obtained from staff that were reviewed (TEU, 2009). The research had also found that communication was poor and processes unclear, where many staff commented that sharing of information, updates of the process were not clear, ineffective, and feedback did not occur timeously. Management processes were carried out poorly that resulted in staff being unnecessarily stressed and confused and left those feeling isolated from the entire process. They also revealed that reasons behind the restructuring did not contain enough evidence to support it being done. It was found that in most instances, the process was carried out because of financial constraints and did not take into account how it would impact the future of the organisation and productivity levels. Many staff felt that proposals made by them were not even considered and there was very little follow up of recommendations, which resulted in staff feeling the entire process was a waste, in both time, and resources, which resulted in a less positive impact. During the process, management claimed they would answer any questions about the restructuring. When staff requested written answers to specific questions, this request was refused. Management instead gave inadequate and evasive verbal responses (TEU, 2009).

2.5. Impact of Restructuring on Health and Well-being

2.5.1. Effects of stress on health

Referring to the research carried out by Smollan (2017), his results revealed employees experience different types of stress during different phases of the change process. Stress related to heavy workloads, accountability for results, lack of resources, etcetera, is experienced before the change. Uncertainty with regards to change of job roles, redundancies and potential redeployment were the main source of stress during change as well as stress received from others. Lack of consultation with staff, lack of information and management support and poor change processes added to stress and affects well-being negatively. After change stress results by heavier workloads, lack of resources, poorer relationships and concerns related to further change. The results during all the stages of change that employees experienced was different types of emotional problems, increased anxiety levels, were unable to sleep, suffered from health issues such as backaches, skin rashes and behavioural problems such as consumption of alcohol, overeating, increase in forgetfulness and other related issues (Smollan, 2017). According to Smollan's study, most participants reported that the transition phase was very stressful because of the high levels of uncertainty and anxiety they experienced, while others reported that they were more stressed after the change process. In order to cope with the

changes, participants tried to deal with the problems they faced by trying to work harder to deal with the increase in workload, but this resulted in other levels of stress increasing, where some prepared themselves to attend interviews for redesigned jobs while others used confrontation with difficult colleagues as a strategy. Some participants approached the situation emotionally by using food, humour, alcohol etc. (Smollan, 2017).

2.5.2. Effect of short and long term restructuring on health

A study done by Geuskens, Koppes, Van Den Bossche, and Joling (2012), which did a comparison of employees that had not undergone a restructuring process to employees that went through the experience only in the last year, before the last year and those that went through it two years in a row viewed as prolonged restructuring. It was found that employees that underwent prolonged restructuring showed poorer health conditions. For those employees that experienced prolonged restructuring and only restructuring during the last year, indicated higher emotional exhaustion. They therefore suggest that future investigation would be useful to determine if it was more difficult to recover after a longer period of restructuring than a shorter period.

According to Bamberger et al. (2012), he studied how organisational change such as change in ways of working strategy, values, tasks and working hours impacted on mental health of employees. They suggested the effects of these changes may only be for a short period as a result of the sudden shock experienced at the beginning. Author's Westgaard et al. (2011) researched effects of different types of rationalization designed to improve productivity and competitiveness on mental and musculoskeletal health. They found that downsizing and restructuring, where there was loss of jobs or threat of job loss, negatively affected health and risk factors of employees.

Further research conducted by the Whitehall II study by Falkenberg, Fransson, Westerlund and Head (2013), was based on the effects of short and long-term major organisational change and how it relates to psychiatric disorder and self-rated health. The research revealed that recovery from negative health effects was possible if they are only short term and highlighted that it is important to work proactively to ensure a reduction in negative health consequences, which are experienced by women and men in all levels of the organisation during a major organizational change. They also found there was an increase in negative short-term health effects such as minor psychiatric disorder and poor self-rated health reported by employees who experienced change in the organisation as well as those that anticipated going through the change and found

no such effects on those that did not go through any change. These results conclude that although change in the organization results in negative health consequences in the short term for employees, it is possible to recover from these negative effects.

2.5.3. Effect of staff reduction on health

According to Quinlan et al. (2009) research, they found that a process of rationalisation, which included participation of employees and provision of information and social support at work, could decrease the negative effect on health and risk factors. It was found that a reduction in staff during restructuring impacted negatively on physical, general and mental health, sick leave and job attitudes of employees. Several other studies reviewed by these authors revealed different results for men and women, e.g. for men, there was a decrease in self-rated health, an increase in health related problems, body mass measures and physiological measures whereas there was increased blood pressure health problems for women.

2.5.4. Effect of social status change on health

Other research done by the Association of University Staff (TEU, 2009), showed that employees that were given lower positions after restructuring had shown lower levels of well-being, stress levels had increased and their ability to work had decreased. Employees experienced lower levels of job satisfaction, became less dedicated to the organisation, their health conditions decreased, were emotionally exhausted and many experienced higher sickness conditions which resulted in more days of being absent from work. There were however some positive effects as a result of the restructuring from other research conducted, where for these employees it led to an improvement in their job positions and better well-being. They experienced lower emotional exhaustion, lower stress levels and were therefore able to work better. Their level of job satisfaction was better, their behaviour was more innovative and they had a higher work engagement.

According to the research carried out by Vedina et al. (2014), their studies showed the effects of organisational restructuring on older workers' well-being and found that elder employees were more negatively affected than their younger colleagues, which showed in their higher anxiety levels, state of depression and physical burnout. They stated that restructuring in an organisation may lead to lower health conditions related to stress, fatigue, lower safety, health and well-being levels for those employees who lost their jobs as a result of the restructuring and also for those employees who still remained in the organisation after the restructuring. This occurs as they would have had to adapt to new circumstances and their future job certainty

could not be guaranteed. The study found that it is expected that older employees experience higher stress levels than younger workers and respond to stressors more negatively because of a feeling of job insecurity, uncertainty, role ambiguity and work overload and an increase in structural and technological changes in the organisation. Because of their age, they are less mobile, are unwilling to change, their ability to re-learn is much less and there is a decrease in their energy levels (Vedina et al., 2014). In their research, social support did not play a vital role on the impact of the layoffs of employees during the restructuring. They found that the only organisational support that reduced employees burnout level was the way in which co-workers' handled the change.

2.5.5. Effect of psychological stress on health

According to research carried out by BAuA (2011), mental stress have become more important recently and is one of the main cause of employee's taking sick days off. Psychological stress is emphasised on in public discussions and political programmes recently as a result. A report by the European Expert Group on "Health in restructuring / HIREs)" (Henry, 2010; Kieselbach, Armgarth, Bagnara, Elo, Jefferys, Joling and Widderszal-Bazyl, 2009) concluded on studies, that the remaining employees in the organisation after a restructuring, either as a result of quantitative or qualitative job insecurity, had experienced health problems such as cardiovascular damage and increased mortality due to cardiovascular impairments (Vahtera, Kivimaki, Pentti, Linna, Virtanen and Ferrie, 2004). They also experienced increased sensations of stress and drug use (Kivimaki, Vahtera, Elovainio, Pentti and Virtanen, 2003), heavy smoking and increased alcohol abuse (Weber and Lehnert, 1997; Frone, 2008), and increased inability to recover (Richter, Nebel and Wolf, 2010), amongst others.

2.6. Restructuring effects of other variables on Well-being

2.6.1. Effects of staff reduction and time period

According to research by De Jong et al. (2016), they had reviewed how restructuring impacted on employee's well-being by carrying out a review of longitudinal studies, where they investigated whether restructuring, including or excluding staff reductions impacted differently on worker well-being. Secondly, effects that occurred when restructuring was done over a short term and long term and thirdly an investigation into what variables explained these effects. They found that both with staff reductions and without staff reductions during a restructuring process resulted mainly in a negative impact on employee well-being. Results reveal negative changes over time both in short term and long term. There was a less negative result in some

cases but mainly for workers who occupied a higher organisational status before the process. Variables that affected staff well-being were physical demands, communication during the restructuring process, control of the job, information received, job insecurity, training and acceptance of the change process.

Furthermore, it was found that in order for an employee to experience stability in well-being in the long term, an employee's age and change in job played an important role, therefore more emphasis should be focussed on these characteristics when carrying out research related to job stress (Fugate et al., 2012). Research has shown that organizational change often motivates employee withdrawal, illness, and stress (Fried, Tiegs, Naughton, and Ashforth, 1996; Fugate, Kinicki, and Prussia, 2008; Newman and Krzystofiak, 1993). However, some employees feel these traumatic effects more than others due to how they interpret the change and the context in which it is framed (Fugate et al., 2012). These important differences during restructuring can affect the success of an organisation negatively if the key employees decide to leave the organisation, especially in knowledge-based organisations where the most valuable asset is that of human capital.

2.6.2. Effects of social status and job control

The authors De Jong et al. (2016) also reviewed another four studies (1, 2, 3 and 4(15)) from a study of six similar studies relating to mediation which found that there was a mediating role of between the degree of restructuring in relation to well-being. It was found in Study 1 that when employees underwent change where physical demands at work increased, participation in decision making decreased and their skill discretion was reduced, it mediated the relationship between the degrees of downsizing and caused an increase in sick leave and absence rates. Study 2 revealed that a change in physical demands and skill discretion imposed on employees decreased the relationship between downsizing and musculoskeletal problems such as pain and absence due to sickness, but this impact was different for women and men and different income generating employees. Study 3 found that the degree of restructuring resulted in an increase in physical demands and a reduction in job control, thereby causing a decrease in self-rated health. Study 4 (15) revealed that supervisor support and demands in the job mediated partly the emotional exhaustion effects of undergoing a long period of restructuring. Several other studies reviewed by these authors paid special attention to variables such as gender, income, qualification and job position, possible change in employment and length of employment, and how these affected restructuring and employee well-being. Two further studies included how

gender differences and restructuring affected health (21 and 37). Study (21) reviewed restructuring as a result of a merger which included downsizing over time. There was also a huge negative effect during restructuring for employees earning a low income or those that were less qualified.

According to research carried out by Zapf, Nielsen, Hoel and Einarsen (2015), uncertainty during organisational change has resulted in various stress related health effects including high blood pressure, higher cholesterol levels and hormonal decreases important for recovery. They found that during the anticipation phase of change, employees experienced high levels of uncertainty and negative health consequences. Different types of restructuring such as downsizing, mergers and expansion, etc., also resulted in negative health consequences in the short term, which still can be present several years after the change. Major downsizing affected self-rated health four years after the change and cardiovascular death was found to be elevated between four to seven and a half years after the change. They also found that the level of uncertainty during change differed, based on social status such as employment grade and gender of an employee. Lower level employees experienced lower levels of personal control and were therefore more negatively affected by change. However, managers stress levels were also found to have increased during the downsizing change because of extra responsibilities for carrying out the change. Higher-grade employees who had power and prestige were more negatively affected as they could lose these important attributes during change.

The research further showed that in terms of gender, women experienced higher risk of long-term sickness, musculoskeletal problems and absence when compared to men who experienced similar problems but at a lower level to women. They also investigated research carried out by the Whitehall II study, which investigated how major changes in an organisation affected health related to minor psychiatric disorder and self-rated health, both in the long term and short term, for men and women at different employment grades. They found employees experienced more psychological and physiological morbidity as well as increases in blood pressure, body mass index and higher level of work disability. Women in higher grades who underwent changes experienced more psychiatric disorder and poorer self-rated health than women who did not undergo any change and the same results were reported for men, both in high and middle employment grades. They finally concluded that differences in both gender and grade was not a factor when major organisational change was carried out as both men and women in different grades were negatively affected. They therefore emphasized why it is important to work

proactively to support both men and women in all employment grades when major organisational change is being implemented.

2.6.3. Dispositional Resistance to change on well-being

Further research carried out by Turgut, Michel, Rothenhöfer and Sonntag (2016), was based on Dispositional resistance to change and emotional exhaustion and how it results in moderating effects at the work-unit level, revealed that organisational change may negatively affect employee well-being. Here they investigated how an employee is affected by emotional exhaustion if they are dispositionally resistant to change. Investigating emotional exhaustion and its effects is important as it leads to stress in an employee as it occurs as a form of early burnout. This allows for intervention, is affective and chronic, which indicates it results from cumulative stresses at work, and has shown it can be applied to a wide range of jobs than other dimensions of burnout (Gaines and Jermier, 1983). In addition, a change in the work setting of an employee such as switching jobs or starting a new job has indicated it leads to emotional exhaustion in an organization (Dunford, Shipp, Boss, Angermeier and Boss, 2012). The research further revealed that surprisingly lower level employees were more emotionally exhausted than their managers even though their managers faced more responsibilities and higher demands during the change. This result was true as managers were more deeply involved and had knowledge about the change processes and therefore experienced less emotional exhaustion. Lower level employees knew less about the change processes which impacted on their stress reactions and resulted in higher emotional exhaustion which lead to physical illnesses, absence from work and mental health problems. They recommended that to alleviate these health problems resulting from emotional exhaustion, occupational health management needs to work closely with the organisations personnel to develop strategies and create healthy work environments during change as it is important that the organisation has both, that they undergo the process of change as well as have healthy employees working for them. Managers should also offer support to employees during change, increase needed resources, increase communication and help employees adapt to job demands that have changed.

2.7. Recommendations to improve the Restructuring Process

2.7.1. Improve training and human resources

In order to improve the process of restructuring, the research survey carried out by Vedina et al. (2014) found that employers should also provide support, training, career advice and reskilling to employees and should make them get involved in the entire restructuring process

of decision making which proves helpful. The respondents were requested to suggest ways to improve well-being at work or ways to reduce sickness absence. They suggested that more flexible working hours should be implemented, better conditions to balance work and life be introduced and pressure from different hierarchy levels in the organization should be avoided. The future of the organization explained more clearly, the working climate be improved, labour relations relating to the human aspect improved and better conditions relating to day-night shift systems be adjusted (Vedina et al., 2014). With regard to managers who are aiming to implement organisational change, they suggest that the organisation should have a good Human Resources unit that could psychologically motivate and involve employees through being fair and offering the right incentives. They finally conclude that older and younger employees should work together in teams where each can support and advise the other's needs, as age does not make a difference to knowledge and experience that are valuable.

2.7.2. Improve Restructuring Process and Leadership support

Drawing from research carried out by Smollan (2015), his research revealed recommendations from employees who suggested that implementation of better processes and improved leadership roles could have alleviated the stress experienced by staff. He stated that managers have done very little research on the identification of causes and signs of stress. Since stress is experienced as a central role of emotions, it can be deduced that emotional intelligence, which is the ability to understand and manage others emotions, as well as their own, is an important aspect that managers must possess in order to be able to respond to stress experienced by their staff (Smollan, 2015). Similarly, Smollan and Parry (2011) revealed that their respondents were very appreciative of those managers who understood their stressful change situation and in turn had provided them with much needed tangible and emotional support. It was therefore easier for employees to handle and cope with the stress and it resulted in a reduction to their resistance to change. Leaders, therefore, need training in change management (Kuipers, Higgs, Kickert, Tummers, Grandia and Van der Voet, 2014) which should include how to manage stress and emotional intelligence (Slaksi and Cartwright, 2003). He further recommends that managers can minimise stress caused during changes such as downsizing by ensuring that there is good communication and honest consultation throughout the change process and they must ensure they put support mechanisms in place which would help employees to deal with the harmful effects of organisational changes. According to research by the World Health Organization (WHO) (Houtman, Jettinghoff, and Cedillo, 2007), they found that work-related stress occurs as a reaction to employees being faced with work demands that does not match their

knowledge, skills or abilities and results in them not being able to cope. Burnout and occupational stress can result when employees face heavy job demands and are not provided with adequate resources, thus negatively affecting health and well-being.

2.7.3. Provision of Executive Coaching

The research carried out by Grant (2014), further explains that during organisational change, executives use executive coaching as they need to develop certain behavioural and psychological skills in order to reach their work related goals while at the same time handling the instability and turmoil that occurs while the organisation is undergoing change (Grant, 2014). He found that by being involved in the coaching programme, it had resulted in an increase in the achievement of goals set, there was improved solution-focused thinking and the ability to deal with organisational change was also enhanced. He also found that staff experienced a decrease in levels of depression, anxiety, and stress and were more satisfied at their work stations. There was also an increase in leadership self-efficacy and flexibility. This positive effect experienced as a result of coaching, extended to employees when they were also out of their work areas which included their family life. He also reviewed prior research that showed that in recent years, there was an increase in the number of changes and uncertainty experienced in an organisation, with the result of higher demands being placed on executives and managers together with increase in stress (Sablonniere, Tougas, Sablonniere and Debrosse, 2012). He found that employees who were involved in change that resulted in uncertainty and unstable environments did not find it easy to develop the psychological and behavioural skills which was required during the organisational change and also could not remain focussed on fulfilling their goals at work. He states that in order for leaders to be effective, one of the most important attributes is that they must be able to build good teams and attain the organisations goals during the organisational change, which can often prove to be very disruptive to the work environment (Grant, 2014).

2.8. Summary

Prior research reviewed has revealed that organisational restructuring in the past has negatively impacted on staff morale, motivation to work and has resulted in a decrease in health related issues which occurred when a high level of stress and anxiety was experienced, both during and after the change process. There is concern about the effectiveness of undergoing a restructuring process, which in most cases is undertaken as the primary remedy to solve budget constraints where certain targets have not been fulfilled. Past research has found that systems

should be clearer and senior managers should be well trained where a restructuring is required. There should be good and continuous communication and good systems in place throughout the process and managers need to follow-up on certain restructuring recommendations received from staff themselves. This would be very important to deal with the high level of concerns expressed by both redundant staff and other staff that remain. Specific design recommendations still have to be developed and should be guided by principles such as fairness, transparent communication and social support, which in the past have proven to benefit in the restructuring process.

Researchers have concluded that good and timely communication during change, where there is transparency and honesty from management, leads to a lower level of uncertainty and employees experience a higher level of job satisfaction and more commitment. It is important that employees receive management support from the organisation, which results in employees becoming more committed and characterises an important social resource, required by employees, which they can rely on when they are undergoing change. Restructuring will continue to be present in future in every organisation and remains a major source of work and high stress levels that affect motivation and health of employees. The next chapter will provide an overview of the research design and data collection method, as well as the approach, population and sampling method used when conducting the research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The previous chapter identified effects of organisational restructuring on the health and morale of employees. This chapter provides an overview of the research design which was employed during the study. Various aspects of the design are defined and covers the aim of the study, the population and location, the approach used while conducting the research, the choice of sampling method used and explains the reliability of the research methods applied. It further discusses the data collection method, explain why it was relevant to use this particular method in this study, the type of measuring instrument used for data collection, and includes testing and validation thereof. The balance of the chapter explains the ethical considerations and concludes with the method and different statistical tests used in the analysis of the data. Research methodology does not only involve the research methods used but it also helps one to consider and explain the logic behind using that specific method in the context of the study. The method explained in this chapter ensures that this research study is planned and carried out in a careful and systematic manner, which will be able to offer useful data on which valid conclusions can be drawn.

3.2. Research Paradigm

A paradigm can be explained as a shared worldview that represents the beliefs and values in a discipline and that guides how problems are solved (Schwandt, 2001). Research carried out according to the positivists approach is value free, can be verifiably measured and based on precise observation and is objective. As explained further by Patel (2015), positivists have the view that there is only a single known and measured reality, with researchers using the quantitative approach to measure this reality (Patel, 2015). A positivist approach was used in this study as this approach is ordinarily used in quantitative research studies to gather measurable numerical data and is suitable as it is causal in nature and it aims to determine perception of organisational restructuring on morale and health of employees. This type of paradigm is suitable where a researcher aims to maintain an objective stance (Sekaran and Bougie, 2016). The positivist approach was found to have unquestionable strengths in terms of control, objectivity and precision since data is collected and analysed in one go.

3.3. Research Design

The main aim in this study is to determine whether organisational restructuring affects employee's morale and health negatively or positively and to recommend the most appropriate strategies that UKZN and other organisations can implement in any future restructuring process in a careful and considerate manner for them to survive. This would allow management to understand the characteristics that drive change, the results and effects of change on the organisation and employees and how they can take appropriate actions to ensure employees fully understand what to expect and when to expect it, so that there is no adverse effect on their well-being and health.

3.4. Research Strategy

The type of methodology found most suitable for the purpose of this study was chosen to be the quantitative methodology approach. This type of research method includes the quantification, counting and categorisation of data. It was found that quantitative research is used to explain a specific phenomenon by the collection and analysis of numerical data (Sekaran and Bougie, 2013). Examination of relationships between variables is done using the quantitative method, which is numerically measured and analysed by the use of statistical means (Saunders, Lewis and Thornhill, 2012). The reason the quantitative method is used is that the data obtained can be organised through the use of graphs or tables or can be consolidated together to test cause and effect and if there are any differences, trends or relationships between variables. Since this study aims to evaluate employee perception of restructuring on health and morale, the two variables being studied justifies the use of a quantitative research design.

This study makes use of a survey which is a quantitative research instrument and involves the gathering of information by using a self-administered questionnaire for empirical data collection. Another characteristic of the quantitative method is, data that is gathered using this method, is guided by the use of standard, pre-tested instruments, which ensures that the data is accurate, reliable and valid. A questionnaire was constructed to determine the causal relationship of the impact the recent restructuring at UKZN has had on employee morale and health. Quantitative research is also a preferred choice in this study, as testing of the same phenomenon can be repeated and confirmed in a similar setting that ensures and confirms validity of findings and elimination of incorrect conclusions being drawn.

3.5. The Target Population and Sample Size

It was stated that a population is defined as every object that possesses data on their random variable under study (Wegner, 2007). Respondents that took part in the study is referred to as the target population. The total population of all staff members employed by the University of KwaZulu-Natal is used in this study, so a target sample of the total population was not selected. In this study, the target population consists of all Academic and Support staff members employed by the University of KwaZulu-Natal. The choice was to include both Academic and Support staff as that all staff members had to undergo the restructuring process where each of their jobs was equally affected. Staff from all five campuses of the University namely Howard College, Westville, Edgewood, Medical School and Pietermaritzburg were included. According to the Human Resources Department of the University, the total population of Academic staff recorded is 1107 and that of support staff is 2733 giving a total of 3840 staff members of which these figures include purely permanent staff as well as contracts staff of one year and longer as per the Employment Equity definition of permanent staff. There is no bias to gender or age in the population sample as both male and females of all age groups were included.

3.6. Sampling Method

Sampling occurs when only a selected portion of the population is used to collect data for information relating to the research. According to Polit and Hungler (1999), Babbie (2005), and Blumberg, Cooper and Schindler (2005), a sample is a group of respondents which is carefully chosen from a population which is larger. This group of respondents should reflect the characteristics of the entire population. According to Mugo (2005), sampling is described as a process of selecting an appropriate unit or group of units (e.g. people, organisations) from a particular population (study area), which is representative of the entire population. According to Barnett (2006), he distinguishes sampling as either probability (random) or non-probability (non-random). According to Leedy and Ormrod (2005), probability sampling occurs when each person in a population has a fair and equal chance of being chosen. There are three types of probability sampling: (i) random, (ii) systematic and (iii) stratified. According to Leedy et al. (2005), in non-probability (non-random) sampling, subjects are selected from a population in a non-random manner. Blumberg et al. (2005) and Leedy et al. (2005) describe each of the non-probability methods as follows:

- Convenience sampling – the researcher selects subjects that are readily available (non-random fashion). Data acquired in this manner is inexpensive.
- Quota sampling – representative subsets of a population are selected. A selected number of subjects are chosen from these subsets.
- Purposive sampling – specific subjects are identified that will give a diverse perspective on the research objectives.
- Snowball sampling – further subjects are found based on referrals from the initial respondents.

In this research, a sample was not selected as all members employed by the University was included in the survey. The questionnaire was sent to respondents online on the University notice website in a non-random manner asking all staff members to respond. However due to a poor response on the University website, and taking into account time constraints, questionnaires were individually handed out to staff members. For this, the non-probability convenience sampling method was used and all staff that completed the questionnaire formed part of the sample. A total of 150 questionnaires was distributed randomly to staff who were available at the time over the five campuses.

3.7. The Research Instrument

The research instrument to collect data included a structured questionnaire. There are two types of questionnaires: (i) interview-administered questionnaires, and (ii) the self-administered questionnaires (Struwig and Stead, 2001). The questionnaire used was a self-administered questionnaire. According to Blumberg et al. (2005), some of the advantages of the self-administered questionnaire is that it allows contact with otherwise inaccessible respondents (e.g. fieldworkers, consultants etc.), it is the lowest cost method and requires minimal staff. It is more anonymous, allow respondents more time to think about the questions, allows fast access to those that are computer literate, collection of data is much faster, and visuals may be utilised.

3.7.1. Survey Instrument Design

The research instrument to collect data included a structured questionnaire. There are certain common errors that should be avoided when designing a questionnaire which according to Mouton (2001), include the usage of ambiguous words, combination of questions, disorderly arrangement of questions, utilising irrelevant questions, poor layout of the questionnaire and the usage of sensitive or threatening questions. The questionnaire for this study was developed

with the above guidelines being taken into account. The self-administered questionnaire was accessed via QuestionPro, which is an online survey website. A request was put onto the University website notice system asking all academic and support staff to participate with a link being attached for participants to easily access it. In order to increase the sample size, 150 questionnaires was printed and handed to employees to complete over all five campuses. Data from respondents was collected by the use of this questionnaire for information relating to how restructuring at University has affected health and morale of employees. The questions were designed according to the Likert Scale, which was invented by Rensis Likert in 1931. He proposed this technique so that an assessment of respondent's attitudes could be gained. According to Gliem and Gliem (2003), a Likert Scale asks respondents to give their own degree of agreement or disagreement to each statement asked. There are five responses to each namely "strongly agree", "agree", "undecided", "disagree", or "strongly disagree". The advantage of using the Likert Scale, is that it was found to produce a highly reliable scale in the past and was quick and easy for respondents to complete and easy to construct.

The questionnaires (Appendix B) consists of two sections.

Section A relates to the biographical information of the respondent, which include gender, race classification, age group, employment period, and highest-level completion of education, etcetera.

Section B consists of structured questions relating to employee involvement in the restructuring process, employee's attitudes after the restructuring process, employee morale and motivation after the restructuring process and management communication during the restructuring process and any employee recommendations on how the restructuring process could have been carried out differently.

3.7.2. Data Collection

This study involved the collection of both primary data and secondary data. According to Leedy (2001), the research proposal must be written after the researcher decides how to collect and interpret the required data. He describes the way the information is produced and recorded, as the mode of data collection (Greenfield, 1996). This includes self-administered questionnaires, face-to-face interviews, telephone interviews, observing behaviours etcetera. In this study, primary data via a self-administered questionnaire was used as the instrument for data collection. For this study we used the Questionpro Software package to code and analyse data. According to Norusis (2010), the advantages of QuestionPro are that it provides users with

helpful features to cater for their specific needs, is on a website that has minimal clutter, is user friendly, is cost effective and is easily and quickly accessible to the respondents. The QuestionPro programme proved to be practical and easy to capture and organise the data for this research. The questionnaire was initially sent to all respondents via the University website notice system but as the response rate was poor, it was then physically distributed non-randomly to staff over the five campuses to whoever was available at the time of handing out the questionnaires and who did not respond through the University website. The questionnaire included a covering letter, which detailed how the respondent was required to complete it. The secondary data collection included a review of past literature where information was sourced from published journals, internet, articles and library. This information was used to develop the theoretical framework for this study. Our data was collected from senior and junior staff members from Academic and Support Sectors from the five campuses of University of KwaZulu-Natal.

3.8. Data Analysis

Data analysis involves coding, presentation and analysis of data. Coding involves rearranging data in a form that can be easily analysed by others which is needed to be done in order to present the data clearly and transparently without exposing the respondent's anonymity. According to Saunders et al. (2012), in order to obtain an accurate profile of events, persons or situations, descriptive research need to be conducted where the researcher must envision the research project clearly about what type of data he intends to collect before it is actually collected. A descriptive analysis of data was done here where in Section A, the aim was to obtain information relating to the demographics of the population and therefore an analysis of biographic data was done. According to Saunders et al. (2012), the researchers aim is to gain information on the causal relationship between certain variables in the study. A variable is any quality or characteristic in a research investigation that has two or more possible values (Leedy et al., 2005, Master of Business Administration Official, 2010). In this study, the numbers calculated will be analysed by using an appropriate statistical software application, being the Questionpro Software Package, to determine if there are any causal effect between variables. The output results received was used to draw conclusions and make generalisations to the study. During this study testing of the hypothesis which address the question which include predictions about the possible relationship between the University's restructuring and as to whether it leads to low employee morale and negative health conditions was done. The cause and effect relationship will be tested and the data will be evaluated based on the two types of

variables, which were the independent and dependent variables. Leedy et al. (2005), state that the researcher can directly manipulate the independent variable (cause). In this research, the independent variables related to the Universities employees' attitudes to the organisations restructuring and was based on the respondents. These issues were used as a basis for categorising the data into gender, classification of race, age, education level, employment status, and employment level etcetera. Leedy et al. (2005) further states that a dependent variable can be influenced by an independent variable which in our research was as follows:

- Attitudes towards Management support of employees during restructuring
- Perceptions of University's Management role in motivating and encouraging participation in the restructuring process.
- Attitudes toward Top Management effective planning and implementation of the restructuring process.
- Perceptions about a positive future in the organization
- Attitudes towards remaining employed in the University for a prolonged period.
- Perceptions towards improvement in working conditions after restructuring
- Perceptions about employees still enjoying coming to work every day
- Perceptions about the negative impact the restructuring had on employee morale
- Perceptions about the negative impact the restructuring had on employee health
- Perceptions of commitment to goals and objectives of the organization being fulfilled effectively
- Awareness of effective management communication to staff during the process
- Perceptions of all relevant information being accurately and timeously communicated with staff
- Awareness of being informed of the process right at the outset.
- Perceptions of the appropriateness of the medium of communication
- Perceptions of open and honest communication being used at all times
- Awareness of frequency of changes being communicated.
- Recommendations to improve organization's restructuring process and what changes could be made for future improvement in process

The collated data from QuestionPro will be transferred into SPSS version 25. The SPSS system is a comprehensive system used to analyse data and generate tabulated reports, charts, plot distributions and trends, descriptive statistics and complex statistical analyses (Norusis, 2010).

3.9. Pretesting, Validation and Reliability

3.9.1. Pretesting

According to Blumberg et al. (2005), pretesting of a test instrument is required for the following reasons:

- To find out what the participants reactions are to the questions.
- To find out whether the participants understand the meaning of the questions.
- To find out if the questions are arranged correctly in terms of continuity and flow.
- To find out if there are any problems with the skip questions.
- To find out whether the allocated time was sufficient to complete the question

Pretesting is the final step to improving the survey results before the questionnaire is administered according to Bryman and Bell (2003), and Blumberg et al. (2005). The initial study will used as a trial test to determine what should be added or removed for the final study (Sekaran et al., 2013). The pilot test was carried out in the University's Finance division on the Westville campus only and changes were made if needed. The questions were reviewed to ensure that they could be easily understood, were not time consuming, and were not invasive and that they were unambiguous. After pretesting, some questions were deleted as they were duplicated and some were modified to make it easier for respondents to understand them.

3.9.2. Validity

According to Blumberg et al. (2005), validity refers to the extent to which a test measures what a study wishes to measure. By carrying out pretesting of the questionnaire, validity of the questionnaire is ensured. Validity is used to determine if the research accurately measures what it was supposed to measure by proving how true the results obtained were found to be (Golafshani, 2003). In order to produce results that are of high quality, validity must be ensured. This research makes use of the Likert Scale in the research instrument as in the past this was found to be a highly reliable scale and was quick and easy to complete which ensured valid results were obtained. Validity was also achieved as questions in the questionnaire was

developed from prior research work carried out and literature review findings provided prior research respondents perceptions to these questions.

3.9.3. Reliability

According to Polit et al. (1999), Blumberg et al. (2005), and Barnett (2006), reliability is concerned with the accuracy and precision of the measurement procedure. When the same research questionnaire is tested by different respondents and still shows consistent results, then the research can be regarded as being reliable. Reliability was ensured as the same standard format questionnaire was administered to all respondents to complete. The questionnaire was developed from prior research work so it ensures it was answered by different respondents and by reviewing previous literature results and was found to be consistent. Testing of quantitative research is used in different types of research to determine the reliability of the information (Churchill, Brown and Suter, 2010).

3.10. Elimination of Bias

The researcher will ensure that there is no personal bias contained in the data that is collected and impartiality will be maintained when the data is analysed. Researcher bias was excluded as questions were derived from previous research work. This ensures that a mismatch does not occur between the research results and its objectives. The researcher also excluded sampling bias by not excluding certain groups in choosing a sample as the entire population was used in the study.

3.11. Ethical Considerations

According to Saunders et al. (2012), they proposed the ethical principles such as integrity of research, and objectivity by the researcher; respect for others; avoidance of harm; privacy for those taking part; voluntary participation, and the right to withdraw. They also proposed informed consent from those taking part; ensuring confidentiality of the data and maintaining anonymity for those taking part; accountability in the analysis of the data and the reporting of the findings; and ensuring the safety of the researcher (Saunders et al., 2012). This current study ensures the above ethical principles are taken into consideration to ensure that unethical decisions are avoided. Consent to participate in the research is required from participants before the research is conducted and they should not be forced into completing it (Saunders et al., 2012). If participants are forced to complete the survey, it will be deemed unethical (Bryman, 2012). An informed consent form (Appendix C) was attached to each questionnaire, which explains the respondent's willingness to freely participate in the study and gives them assurance

that both confidentiality and privacy will be maintained in the completed questionnaires. The form also explains that the data will be stored in a safe, locked place and the period it will be kept, which will be between two to five years where it will be disposed of thereafter. The respondents are also informed that the information they provide will only be used for the specific purpose of this study and not for any other causes and an accurate account of the information is provided. Anonymity is ensured, as the Questionpro software does not require participants to fill their names on the questionnaire. Ethical clearance (Appendix A) was requested and approved by the university's registrar giving permission to conduct the research.

3.12. Chapter Summary

This chapter summarises the research methodology to be used in this study. It explains the systematic approach to answering the research problem. The research design explained the reason the quantitative method will be used. The method of data collection and analysis was also explained. Pretesting, validity and reliability of the study was discussed. Details on the ethical considerations of the study was done by the researcher explaining the principles one needs to adhere to when doing the research. The next chapter involves the analysis and interpretation of data collected according to the steps and methodology which has been discussed in this chapter.

CHAPTER FOUR

RESULTS

4.1. Introduction

Chapter three described the research methodology used in this study. This chapter provides a description and illustration of the online survey results. The results can be used by the relevant stakeholders in the chosen organisation to identify important findings and provide insight on how they can improve their strategic planning decisions in relation to carrying out a successful restructuring process in the future with minimal adverse effects on employees health and morale. The chapter commences with a description of the participants involved, and a summary of the data collection process and response rates. Thereafter it goes on to describe the socio-demographic information. The balance of the chapter shows the impact of the independent variables viz., employee participation, social support, effects on health and morale and communication strategy on the dependent variable; organisational restructuring. The Likert scale was used to determine the effect of the independent variables on the dependent variables.

4.2. Participants

The questionnaire was sent through the University notice system to all employees of UKZN on all five campuses using the Questionpro software. Reminder emails were also sent during the two week period to encourage employees to complete. The response rate was very poor with only 19 participants completing online. Questionnaires were then printed and hand-delivered non-randomly to whichever staff was available at the time of handing out. A total of 150 questionnaires were handed out and a total of 136 participants completed the survey in total. That was a response rate of 91%. The demographic results is presented below

4.3. Presentation of Results

The reliability analysis shows that the data were reliable at the Cronbach's Alpha value was 0.951.

Table 4.1: Reliability analysis output

Reliability Statistics	
Cronbach's Alpha	N of Items
.951	33

A total of 136 participants completed the self-administered questionnaire. Majority of the participants were support staff (90%). About two-thirds were from Westville campus (64%) followed by Howard campus (17%). It was found that two-thirds of the participants were general staff (68%) and only one participant was from top management. More than half (60%) were Indian and a third (33%) were African. Just over half of them were male (53%). About two-thirds (66%) of the participants were from the age group of 31-50 years. Most of the participants (80%) had more than eight years of experience.

Table 4.2: Distribution of socio-demographic variables

Variables		Frequency	Percent
Sector	Academic	14	10,3
	Support	122	89,7
Campus	Howard College	23	17,0
	Westville	86	63,7
	Edgewood	14	10,4
	Medical School	5	3,7
	Pietermaritzburg	7	5,2
Position	Top Management	1	0,7
	Middle Management	19	14,0
	Junior Management	24	17,6
	General Staff	92	67,6
Race	African	45	33,1
	White	8	5,9
	Indian	81	59,6
	Coloured	2	1,5

Gender	Male	71	52,6
	Female	64	47,4
Age	21-30 years	4	3,0
	31-40 years	39	28,9
	41-50 years	50	37,0
	51-60 years	39	28,9
	Above 60 years	3	2,2
Years employed	1 – 3 years	7	5,1
	3 – 8 years	20	14,7
	More than 8 years	109	80,1

4.3.1. Employee Participation

To determine the objective 1 of employee participation in planning and implementation, a total of six Likert type statements were asked. It was found that most of the participants strongly disagreed or disagreed to all the statements. For example, a third of the participants (32%) strongly disagreed and just over a half of them (51%) disagreed that benefits of restructuring were discussed with me personally, and 43% disagreed and 18% strongly disagreed that reasons for the recent restructuring was made clear to me. Over 70% of respondents either strongly disagreed or disagreed that, they were given an opportunity to give input into the restructuring process. Many participants (36%) disagreed that their manager supported and guided them during the process while 32% felt that they were supported and guided by their managers. More than half (51%) disagreed or strongly disagreed that all affected employees were consulted before change was implemented.

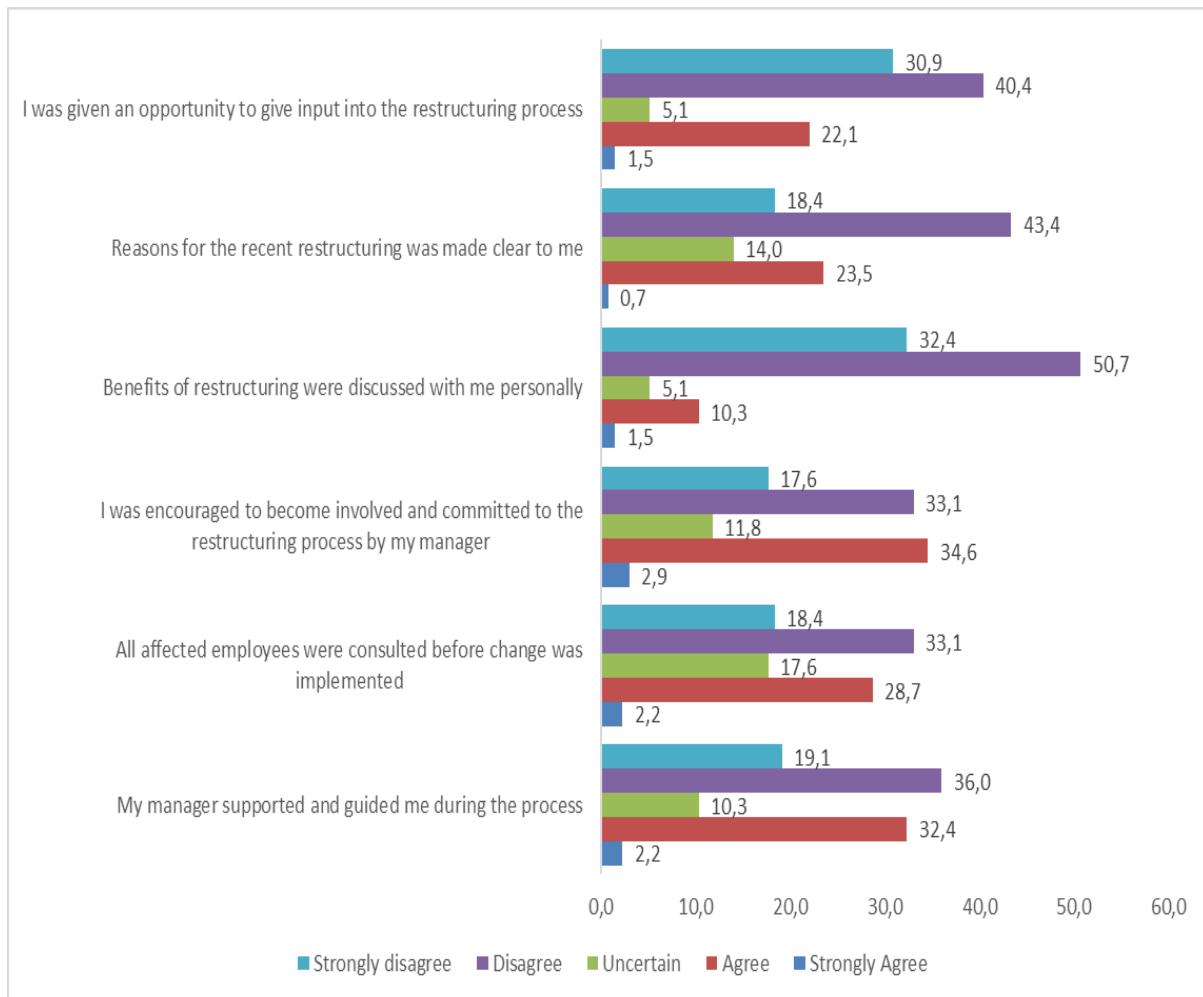


Figure 4.1: Frequency distribution of statements regarding employee participation

4.3.2. Effects on Health, Morale, Commitment and Loyalty

The present study showed that majority of the participants positively responded to the following statements: I still enjoy doing my work (67%), The change has impacted negatively on my morale at UKZN (68%) strongly agreed or agreed, I still feel very committed to the goals and objectives of this organisation (69%), I still feel a sense of belonging to this organisation (56%), and I still put in extra effort to ensure that goals and objectives of this organisation are achieved (86%). Contrary, more participants negatively reported to the following statements: The restructuring process was good for employees (76%) either disagreed or strongly disagreed, I am eager to go to work every morning, more opportunities have become available for employees after the restructuring (73%) either disagreed or strongly disagreed, and my working conditions have improved after the restructuring process (71%) strongly disagreed or disagreed. Almost 46% of the participants were uncertain if they were happy and wish to continue to work for UKZN for the foreseeable future.

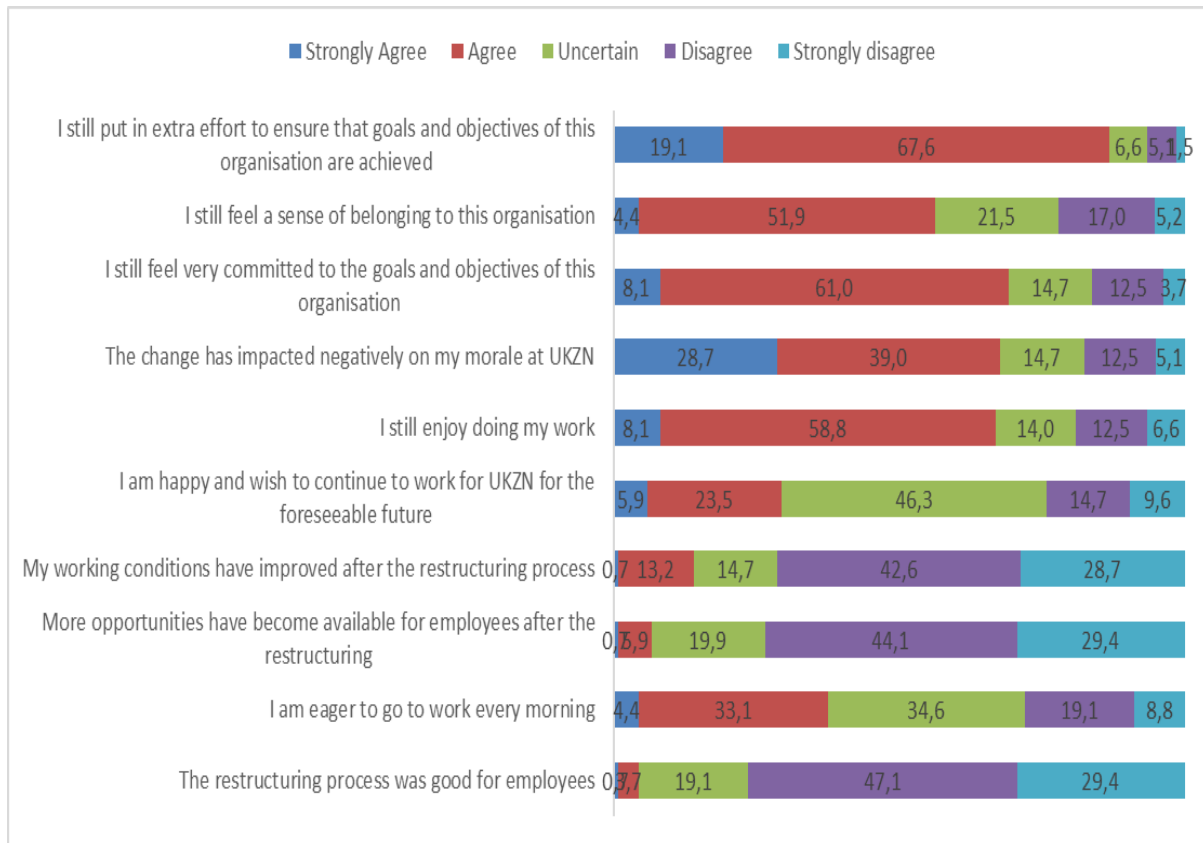


Figure 4.2: Frequency distribution of statements regarding effects on health and morale

4.3.3. Social Support and Trust

Results showed that more participants negatively reported to all the statements regarding objective 3 being social support and trust. For example, 36% of the participants strongly disagreed and 39% disagreed that the restructuring process was well planned, and 68% negatively reported that top management was fair, honest and caring. The figure below shows that more participants disagreed or strongly disagreed to the following statements: Top management implemented the restructuring process effectively (70%), I feel positive and certain about my future in this organisation (43%), There has been an improvement in operational functioning in the division (63%), I trust top management of this organisation (60%), The results of the restructuring process was positive for the division (62%), and I still have confidence in Top management and this organisation (51%). Also, almost a quarter of the participants negatively reported that My intention is to work for UKZN for a long period in the future while another 40% were uncertain of their future work intentions with the organisation.

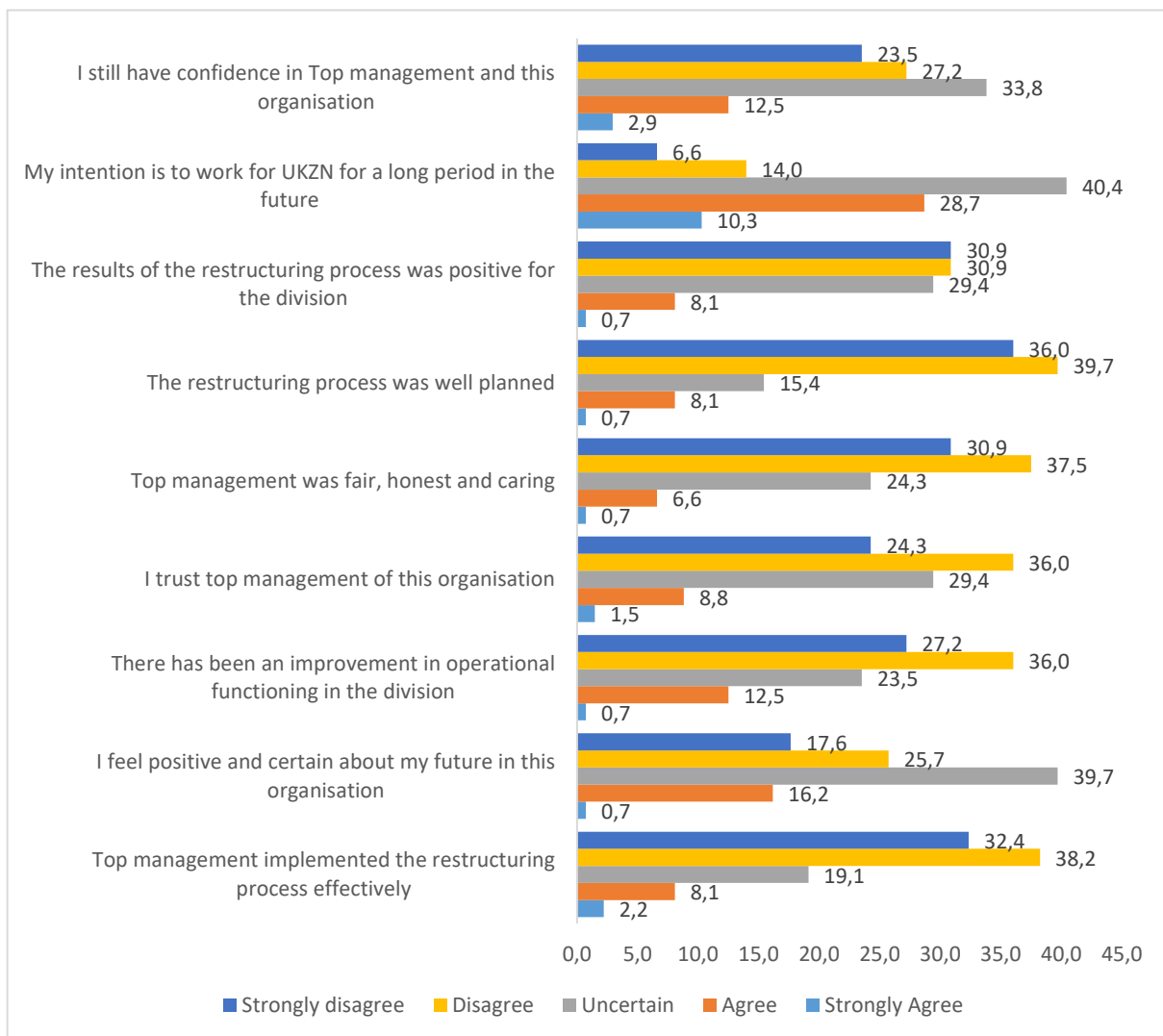


Figure 4.3: Frequency distribution of statements regarding social support and trust

4.3.4. Communication Strategy

Regarding objective 4, communication strategy, it was found that majority of the participants disagreed to all the statements. For example, 47% of the participants disagreed that throughout the process, information was consistently communicated to us, and 45% disagreed that management had adequately communicated with staff during the restructuring process. A further 43% disagreed that the vision and objectives of restructuring were clearly communicated to me, 39% disagreed and 29% strongly disagreed that all relevant information was accurately and timeously communicated with staff, 64% negatively responded that employees were informed about restructuring process right at the outset, 57% either disagreed or strongly disagreed that the medium of communicating changes to me was appropriate and 68% disagreed or strongly disagreed that open and honest communication was used at all times.

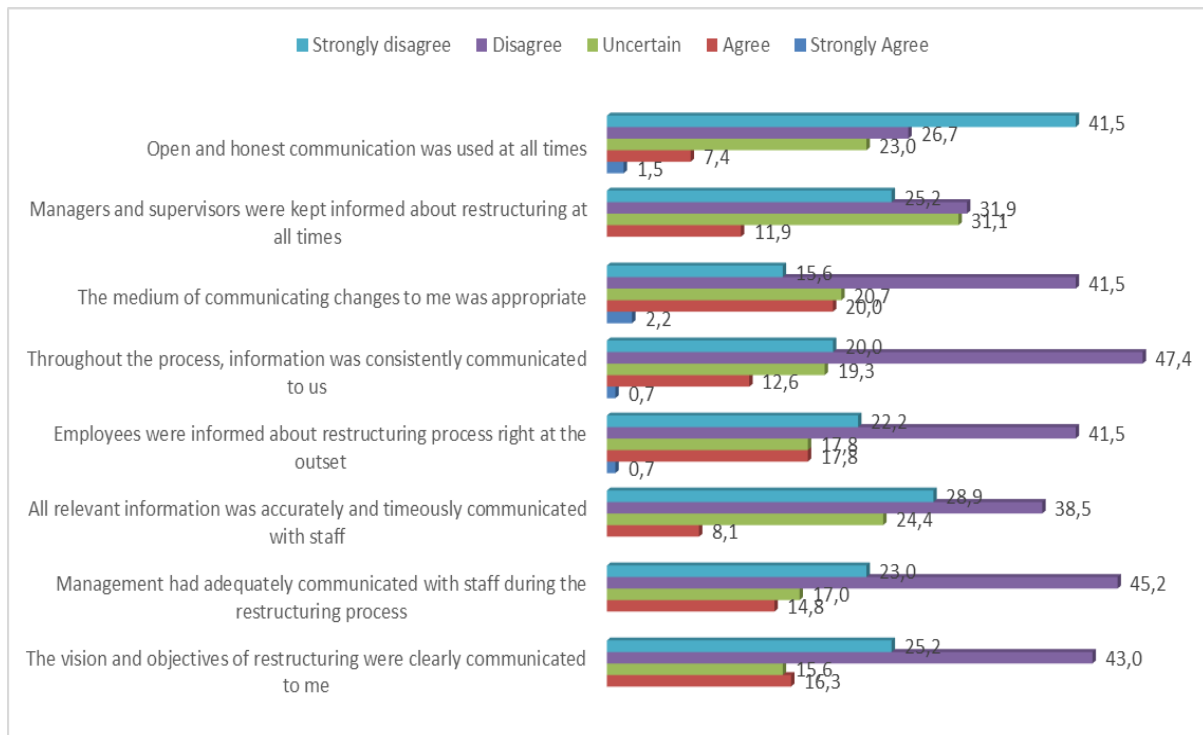


Figure 4.4: Frequency distribution of statements regarding communication strategy

It was found that email (74%) was the main form of communication followed by face to face (43%).

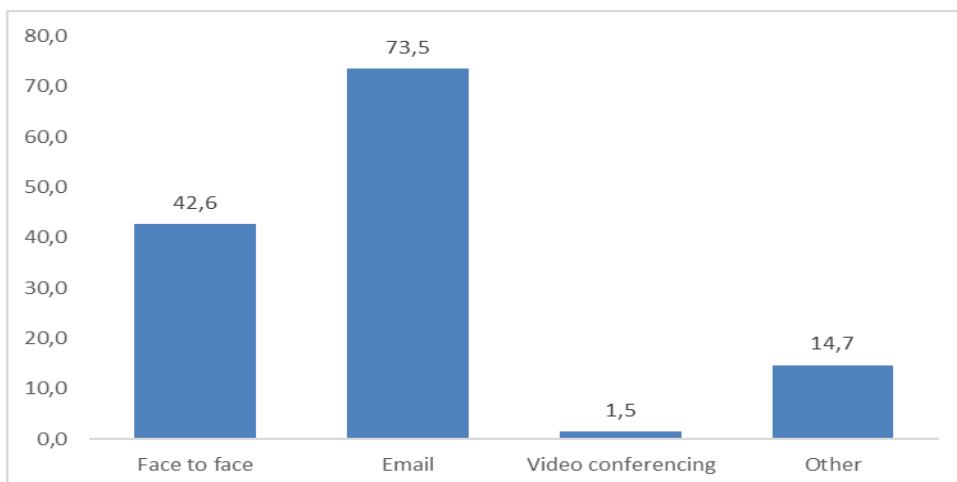


Figure 4.5: Forms of communication were predominantly used during restructuring

When participants were asked at which stage they were informed about the restructuring, 62% indicated at implementation stage followed by planning stage being 25%.

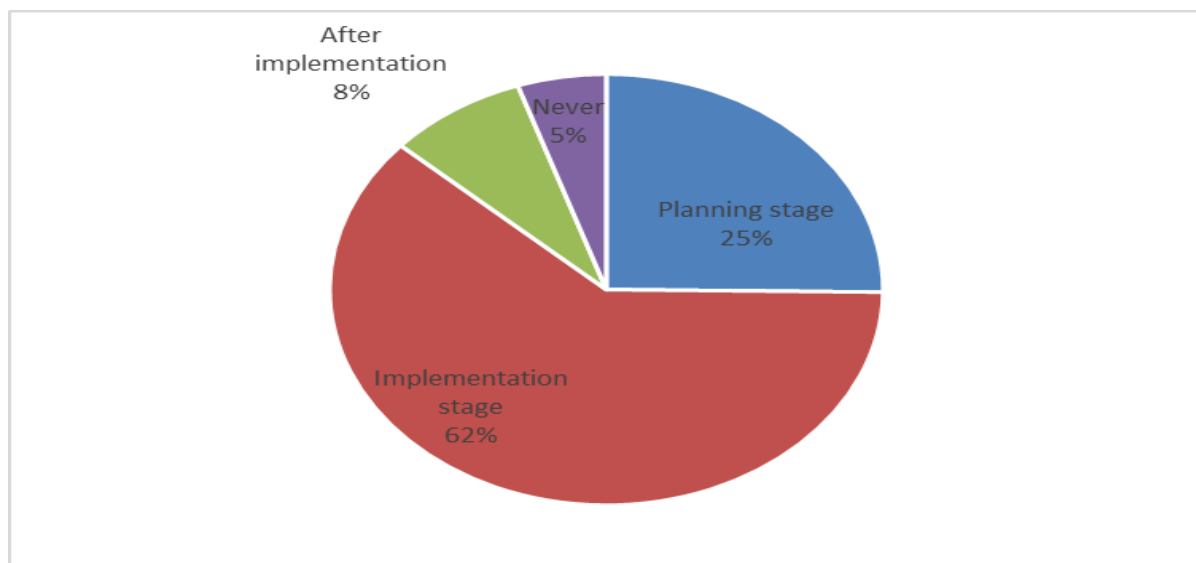


Figure 4.6: The stage at which you were informed about the restructuring

Adding all the scores from six statements, 12% of the participants scored 12 or less indicating responded positively.

Table 4.3: Overall scores for objective 1

Scores	Frequency	Percent	Cumulative Percent
9.00	1	.7	.7
11.00	2	1.5	2.2
12.00	13	9.6	11.8
13.00	1	.7	12.5
15.00	2	1.5	14.0
16.00	6	4.4	18.4
17.00	5	3.7	22.1
18.00	6	4.4	26.5
19.00	5	3.7	30.1
20.00	9	6.6	36.8
21.00	11	8.1	44.9
22.00	9	6.6	51.5
23.00	10	7.4	58.8
24.00	19	14.0	72.8
25.00	15	11.0	83.8

26.00	4	2.9	86.8
27.00	6	4.4	91.2
28.00	1	.7	91.9
29.00	2	1.5	93.4
30.00	9	6.6	100.0

Results indicated that only 4% of the participants scored 18 or less from nine statements which indicating positively responded to the construct. The rest had negative perception on the construct.

Table 4.4: Overall scores for objective 2

Scores	Frequency	Percent	Cumulative Percent
15.00	1	.7	.7
17.00	2	1.5	2.2
18.00	3	2.2	4.4
19.00	1	.7	5.1
20.00	1	.7	5.9
22.00	1	.7	6.6
23.00	2	1.5	8.1
24.00	2	1.5	9.6
25.00	6	4.4	14.0
26.00	4	2.9	16.9
27.00	7	5.1	22.1
28.00	3	2.2	24.3
29.00	8	5.9	30.1
30.00	7	5.1	35.3
31.00	3	2.2	37.5
32.00	7	5.1	42.6
33.00	11	8.1	50.7
34.00	10	7.4	58.1
35.00	6	4.4	62.5
36.00	7	5.1	67.6

37.00	7	5.1	72.8
38.00	7	5.1	77.9
39.00	9	6.6	84.6
40.00	3	2.2	86.8
41.00	4	2.9	89.7
42.00	5	3.7	93.4
43.00	1	.7	94.1
44.00	3	2.2	96.3
45.00	5	3.7	100.0

It was found that 98.5% of the participants scored 21 or more from ten statements indicating having negative views on the constructs.

Table 4.5: Overall scores for objective 3

Scores	Frequency	Percent	Cumulative Percent
14.00	1	.7	.7
19.00	1	.7	1.5
21.00	3	2.2	3.7
22.00	6	4.4	8.1
23.00	2	1.5	9.6
24.00	12	8.9	18.5
25.00	11	8.1	26.7
26.00	2	1.5	28.1
27.00	16	11.9	40.0
28.00	16	11.9	51.9
29.00	5	3.7	55.6
30.00	6	4.4	60.0
31.00	12	8.9	68.9
32.00	7	5.2	74.1
33.00	3	2.2	76.3
34.00	8	5.9	82.2
35.00	3	2.2	84.4

36.00	2	1.5	85.9
37.00	4	3.0	88.9
38.00	2	1.5	90.4
39.00	4	3.0	93.3
40.00	3	2.2	95.6
42.00	1	.7	96.3
43.00	2	1.5	97.8
44.00	1	.7	98.5
46.00	2	1.5	100.0

It was found that 95.6% of the participants scored 17 or more from eight statements indicating having negative views on the constructs.

Table 4.6: Overall scores for objective 4

Scores	Frequency	Percent	Cumulative Percent
14.00	1	.7	.7
15.00	1	.7	1.5
16.00	4	3.0	4.4
17.00	1	.7	5.2
18.00	2	1.5	6.7
19.00	1	.7	7.4
20.00	2	1.5	8.9
21.00	7	5.2	14.1
22.00	2	1.5	15.6
23.00	5	3.7	19.3
24.00	9	6.7	25.9
25.00	5	3.7	29.6
26.00	3	2.2	31.9
27.00	4	3.0	34.8
28.00	1	.7	35.6
29.00	6	4.4	40.0
30.00	7	5.2	45.2

31.00	7	5.2	50.4
32.00	13	9.6	60.0
33.00	8	5.9	65.9
34.00	5	3.7	69.6
35.00	7	5.2	74.8
36.00	11	8.1	83.0
37.00	5	3.7	86.7
38.00	5	3.7	90.4
39.00	4	3.0	93.3
40.00	9	6.7	100.0

The variables that were associated with planning and implementations were campus the participants were at, number of years working at the institution, highest qualification, objective 2, and objective 3 ($p < 0.05$).

4.3.5. Correlation between various Constructs of Restructuring Process

Association between campuses of UKZN are you situated in, and Planning, and implementation

Most respondents situated on Howard College (19%), Westville (66%) and Medical School (4%) responded negatively to the Planning and implementation process while those participants situated on Edgewood (44%) and Pietermaritzburg campus (6%) responded positively.

Table 4.7: Association between campus and planning and implementation

			Planning and implementation	
			Negative	Positive
On which campus of UKZN are you situated in?	Howard College	Count	22 _a	1 _a
		% within Planning and implementation	18.5%	6.3%
	Westville	Count	79 _a	7 _a
		% within Planning and implementation	66.4%	43.8%

	Edgewood	Count	7 _a	7 _b
		% within Planning and implementation	5.9%	43.8%
	Medical School	Count	5 _a	0 _a
		% within Planning and implementation	4.2%	0.0%
	Pietermaritzburg	Count	6 _a	1 _a
		% within Planning and implementation	5.0%	6.3%

Each subscript letter denotes a subset of Planning and implementation categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.588 ^a	4	.000
Likelihood Ratio	16.361	4	.003
Linear-by-Linear Association	3.335	1	.068
N of Valid Cases	135		

Association between years working at University of KwaZulu-Natal and Planning and implementation

Participants working at the institution between one to three years (19%) responded positively to the Planning and implementation process while those working between three to eight years (17%) showed a negative response. Results did not differ significantly for those working more than eight years as there was almost an equal number of negative and positive response.

Table 4.8: Association between years worked and planning and implementation

			Planning and implementation	
			Negative	Positive
How long had you been working at University of KwaZulu-Natal?	1-3 years	Count	4 _a	3 _b
		% within Planning and implementation	3.3%	18.8%
	3-8 years	Count	20 _a	0 _a
		% within Planning and implementation	16.7%	0.0%
	More than 8 years	Count	96 _a	13 _a
		% within Planning and implementation	80.0%	81.3%

Each subscript letter denotes a subset of Planning and implementation categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.188 ^a	2	.010
Likelihood Ratio	9.290	2	.010
Linear-by-Linear Association	.968	1	.325
N of Valid Cases	136		

Association between highest level of qualifications and Planning and implementation

Only respondents with a Matric qualification responded positively to the Planning and implementation process while all with a Diploma or higher qualification responded negatively.

Table 4.9: Association between level of qualification and planning and implementation

			Planning and implementation	
			Negative	Positive
Please indicate your highest level of qualifications (both formal and informal)	Matric	Count	9 _a	7 _b
		% within Planning and implementation	7.5%	43.8%
	Diploma	Count	37 _a	3 _a
		% within Planning and implementation	30.8%	18.8%
	Degree	Count	19 _a	2 _a
		% within Planning and implementation	15.8%	12.5%
	Post Graduate	Count	45 _a	3 _a
		% within Planning and implementation	37.5%	18.8%
	Others please specify	Count	10 _a	1 _a
		% within Planning and implementation	8.3%	6.3%

Each subscript letter denotes a subset of Planning and implementation categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.053 ^a	4	.001
Likelihood Ratio	12.926	4	.012
Linear-by-Linear Association	6.754	1	.009
N of Valid Cases	136		

Association between effect on Health and Morale and Planning and implementation

Nearly all participants (100%) indicated that negative effects of Planning and implementation of the process resulted in negative effects on health, morale and commitment.

Table 4.10: Association between effect on health & morale and planning and implementation

			Planning and implementation	
			Negative	Positive
Effect on health and morale	Negative	Count	120 _a	10 _b
		% within Planning and implementation	100.0%	62.5%
	Positive	Count	0 _a	6 _b
		% within Planning and implementation	0.0%	37.5%
Total		Count	120	16
		% within Planning and implementation	100.0%	100.0%

Each subscript letter denotes a subset of Planning and implementation categories whose column proportions do not differ significantly from each other at the .05 level.

The present study found that effect on health and morale was significantly associated with years working at the institution, social support and trust, and communication strategy ($p < 0.05$).

Association between effect on health and morale and years working at University

Participants working at the University between one to three years indicated positive effect on health and morale while those working for more than three years indicated negative effects on their health and morale.

Table 4.11: Association between effect on health & morale and years worked

			Effect on health and morale	
			Negative	Positive
How long had you been working at University of KwaZulu-Natal?	1-3 years	Count	4 _a	3 _b
		% within objective2	3.1%	50.0%
	3-8 years	Count	20 _a	0 _a
		% within objective2	15.4%	0.0%
	More than 8 years	Count	106 _a	3 _a
		% within objective2	81.5%	50.0%
Total	Count	130	6	
	% within objective2	100.0%	100.0%	

Each subscript letter denotes a subset of objective 2 categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.169 ^a	2	.000
Likelihood Ratio	12.148	2	.002
Linear-by-Linear Association	12.067	1	.001
N of Valid Cases	136		

Effect on health and morale was significantly associated with social support and trust and communication strategy ($p < 0.05$).

Association between effect on Health and Morale and Social Support and Trust

Almost all participants (99%) indicated there was no social support and trust from management which resulted in negative effects to their health and morale.

Table 4.12: Association between effect on health & morale and social support & trust

			Effect on health and morale	
			Negative	Positive
Support and trust	Negati ve	Count	129 _a	5 _b
		% within objective2	99.2%	83.3%
	Positiv e	Count	1 _a	1 _b
		% within objective2	0.8%	16.7%
Total		Count	130	6
		% within objective2	100.0%	100.0%

Each subscript letter denotes a subset of objective 2 categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10.004 ^a	1	.002		
Continuity Correction ^b	2.040	1	.153		
Likelihood Ratio	3.714	1	.054		
Fisher's Exact Test				.087	.087
Linear-by-Linear Association	9.930	1	.002		
N of Valid Cases	136				

Association between effect on Health and Morale and Communication Strategy

Majority of participants (99%) responded that the poor communication strategy implemented had negatively affected their health and morale.

Table 4.13: Association between effect on health & morale and communication strategy

			Effect on health and morale	
			Negative	Positive
Communication strategy	Negative	Count	129 _a	1 _b
		% within objective2	99.2%	16.7%
	Positive	Count	1 _a	5 _b
		% within objective2	0.8%	83.3%
Total		Count	130	6
		% within objective2	100.0%	100.0%

Each subscript letter denotes a subset of objective 2 categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	92.709 ^a	1	.000		
Continuity Correction ^b	74.164	1	.000		
Likelihood Ratio	32.048	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	92.027	1	.000		
N of Valid Cases	136				

Communication strategy was significantly associated with years working at University of KwaZulu-Natal.

How long had you been working at University of KwaZulu-Natal?

Only staff working at the University between one to three years reported that the communication strategy was effective while the rest of the respondents working for more than three years indicated the communication strategy was poor and ineffective.

Table 4.14: Association between time period worked and communication strategy

			Communication strategy	
			Negative	Positive
How long had you been working at University of KwaZulu-Natal?	1-3 years	Count	4 _a	3 _b
		% within communication	3.1%	50.0%
	3-8 years	Count	20 _a	0 _a
		% within communication	15.4%	0.0%
	More than 8 years	Count	106 _a	3 _a
		% within communication	81.5%	50.0%
Total		Count	130	6
		% within communication	100.0%	100.0%

Each subscript letter denotes a subset of communication categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.169 ^a	2	.000
Likelihood Ratio	12.148	2	.002
Linear-by-Linear Association	12.067	1	.001
N of Valid Cases	136		

It was found that negative health impact was associated with participants position at work ($p < 0.05$), and years working at the organisation.

Please indicate your position/level in the organisation * Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?

Respondents from the three management levels showed a higher response that the restructuring caused a negative impact on their health to the extent they had to seek medical attention while 55% of General staff reported the same

Table 4.15: Association between status level and effect on health seeking medical attention

			Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	
			Yes	No
Please indicate your position/level in the organisation	Top	Count	1 _a	0 _a
	Management	% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	1.8%	0.0%
	Middle	Count	10 _a	9 _a
	Management	% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	18.2%	11.3%
	Junior	Count	14 _a	9 _b
	Management	% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	25.5%	11.3%
	General	Count	30 _a	62 _b
	Staff	% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	54.5%	77.5%

Each subscript letter denotes a subset of, Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention? Categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.947 ^a	3	.030
Likelihood Ratio	9.245	3	.026
Linear-by-Linear Association	6.320	1	.012
N of Valid Cases	135		

How long had you been working at University of KwaZulu-Natal? * Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?

Majority of staff (91%) working for more than 8 years reported that the restructuring caused a negative impact on their health to the extent they had to seek medical attention

Table 4.16: Association between years worked and effect on health seeking medical attention

			Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	
			Yes	No
How long had you been	1-3 years	Count	0 _a	7 _b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	0.0%	8.8%

workin g at Univers ity of KwaZu lu- Natal?	3-8 years	Count	5 _a	14 _a
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	9.1%	17.5%
	More than 8 years	Count	50 _a	59 _b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	90.9%	73.8%

Each subscript letter denotes a subset of Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention? Categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.639 ^a	2	.022
Likelihood Ratio	10.230	2	.006
Linear-by-Linear Association	7.530	1	.006
N of Valid Cases	135		

How many times during your employment at the University did you undergo a restructuring process? * Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?

Most of staff employed by the University and who had to undergo a restructuring process more than 3 times showed a higher response (64%) that the restructuring caused a negative impact on their health to the extent they had to seek medical attention.

Table 4.17: Association between number of restructurings and effect on health seeking medical attention

			Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	
			Yes	No
How many times during your employment at the University did you undergo a restructuring process?	Less than 3 times	Count	20 _a	48 _b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	36.4%	60.0%
	More than 3 times	Count	35 _a	32 _b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	63.6%	40.0%

Each subscript letter denotes a subset of Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention? Categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.284 ^a	1	.007		
Continuity Correction ^b	6.369	1	.012		
Likelihood Ratio	7.357	1	.007		
Fisher's Exact Test				.009	.006
Linear-by-Linear Association	7.230	1	.007		
N of Valid Cases	135				

How many times during your employment at the University did you undergo a restructuring process? * Were you transferred to another position which was unsuitable for you?

Participants employed by the University who had to undergo the process more than 3 times reported a high response (85%) that they were transferred to another position which was unsuitable for them.

Table 4.18: Association between number of restructurings and change in position

			Were you transferred to another position which was unsuitable for you?	
			Yes	No
How many times during your employment at the University did you undergo a restructuring process?	Less than 3 times	Count	2 _a	66 _b
		% within Were you transferred to another position which was unsuitable for you?	15.4%	54.1%
	More than 3 times	Count	11 _a	56 _b
		% within Were you transferred to another position which was unsuitable for you?	84.6%	45.9%

Each subscript letter denotes a subset of Were you transferred to another position which was unsuitable for you? Categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.043 ^a	1	.008		
Continuity Correction ^b	5.580	1	.018		
Likelihood Ratio	7.673	1	.006		

Fisher's Exact Test				.009	.008
Linear-by-Linear Association	6.991	1	.008		
N of Valid Cases	135				

Objective 2 was significantly associated with negative health impact ($p < 0.05$).

Association between effect on health and moral and negative impact on your health to the extent you had to seek medical attention

100% of the participants reported that negative effects of health and morale had caused a negative impact on their health to the extent they had to seek medical attention.

Table 4.19: Association between effect on health & moral and negative health impact seeking medical attention

			Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	
			Yes	No
Health and morale	Negative	Count	55 _a	74 _b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	100.0%	92.5%
	Positive	Count	0 _a	6 _b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	0.0%	7.5%

Each subscript letter denotes a subset of Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention? Categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	4.317 ^a	1	.038		
Continuity Correction ^b	2.731	1	.098		
Likelihood Ratio	6.470	1	.011		
Fisher's Exact Test				.081	.040
Linear-by-Linear Association	4.285	1	.038		
N of Valid Cases	135				

It was also found that that who were transferred to another position that they were not suitable for were more likely to have negative health impact than their counterpart ($p < 0.05$).

Association between transferred to another position which was unsuitable for, and has the restructuring caused a negative impact on your health to the extent you had to seek medical attention

Table 4.20: Association between transfer to unsuitable position and negative health impact seeking medical attention

			Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	
			Yes	No
Were you transferred to another position which was	Yes	Count	11 ^a	2 ^b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	20.0%	2.5%

unsuitable for you?	No	Count	44 _a	78 _b
		% within Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?	80.0%	97.5%

Each subscript letter denotes a subset of Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention? Categories whose column proportions do not differ significantly from each other at the .05 level.

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	11.470 ^a	1	.001		
Continuity Correction ^b	9.547	1	.002		
Likelihood Ratio	11.805	1	.001		
Fisher's Exact Test				.002	.001
Linear-by-Linear Association	11.385	1	.001		
N of Valid Cases	135				

4.4. Chapter Summary

The purpose of this chapter was to summarise collected data and to use statistical techniques to analyse and highlight the outcomes of the results. These results were analysed according to the four constructs of organisational restructuring, the correlation between these factors and the demographics. The Pearson Chi-Square, Continuity Correction, Likelihood Ratio, Fisher's Exact Test and Linear-by-Linear Association correlation techniques was used. Interpretation of the statistical analysis will be discussed in Chapter five and the results will be compared and contrasted with previous research work on organisational restructuring.

CHAPTER FIVE

DISCUSSION

5.1. Introduction

In this chapter the results of the study will be discussed according to the research objectives stated below. Studies reviewed in the literature review chapter will be used to interpret, compare and contrast previous research work to the results of this study. The aim of this chapter is to make significant deductions and identify important areas for development with regards to implementing an organisational restructuring process. Also discussed is participant's perceptions of how they think they would have carried out the restructuring process differently and how implementation of the process could be improved on.

5.2. Research objectives

The study aims to measure employee perception of how effectively the process of organisational restructuring was implemented in the chosen organisation. The study aimed to answer five research objectives:

1. To evaluate employee participation in planning and implementation of the change process at UKZN.
2. To evaluate whether frequent organizational restructuring at UKZN has negatively or positively affected employee health and morale, commitment, dedication and loyalty towards the employer.
3. To evaluate whether social support and frequent organizational restructuring at UKZN has negatively or positively affected employee trust in the employer.
4. To evaluate how the communication strategy during the restructuring process at UKZN was perceived by employee.
5. To recommend the most appropriate strategies that UKZN and other organizations can employ without adversely affecting the employees morale and health in implementing a restructuring process.

5.3. Employee participation in the Restructuring Process

Majority of the participants disagreed that benefits of restructuring were discussed with them personally and that they were given an opportunity to give their input into the restructuring process. A large number of employees felt that reasons relating to the recent restructuring was not made clear to them and they were not consulted before the change was implemented. This is supported by research by Marais et al. (2013) where they had found that in order for employees not to be impacted negatively by change, it is important to retain the trust and commitment of staff. This was not done in this organisation and by a lack of employee engagement in the change process, it caused damage to institutional trust as reported by the respondents in this study. According to Burnes (2015), in order for employees not to be highly stressed, which negatively affects their health, they need to participate highly in the change which results in their readiness and acceptance of change for a less stressful situation. Many participants reported that their managers had not supported and guided them during the process while only a small number felt that they did have their manager's support and guidance. A highly negative response was reported from respondents in relation to this construct. This supports Burnes theory that if the employee employer relationship was positive there will be less resistance to change and therefore the change should be planned such that managers understand that individuals are affected by the way change is managed to ensure employee participation and support is available.

5.4. Effects on Employee Health and Morale, Commitment and Loyalty

Majority of the participants responded positively to the fact that they still put in extra effort to ensure that goals and objectives of the organisation are achieved. They still felt a sense of belonging to the University and were very committed to the goals and objectives of the organisation. However, although the response to these statements were positive, more than half of employees reported that the change had impacted negatively on their morale at the University. Many respondents were uncertain that they were happy in the organisation and were unsure if they wish to continue to work for the University for the foreseeable future. According to Cascio (2010), his findings supports our findings in that employee's that remained after the restructuring process felt guilty and depressed and their morale, trust and loyalty in management had decreased after the process. In support of his theory, our study revealed staff stress levels and intention to quit had increased. Participants felt that their working conditions had not improved after the restructuring process and that fewer

opportunities have become available for employees. An equal number of employees either agreed or were uncertain about their eagerness to go to work every morning. Almost half of respondents disagreed that the restructuring process was good for employees. Many employees reported that their workload had increased and workplace atmosphere had changed which resulted in emotional exhaustion. This is supported by findings by Nikolova et al. (2014), where they found that employee well-being related to emotional exhaustion and vigour is negatively affected by restructuring where after the restructuring process employees experience an increase in emotional exhaustion and a decrease in vigour. According to research by Association of University Staff (TEU, 2009), it supports our findings that restructuring had affected employee's attitudes to their work since there was a decrease in job involvement and job satisfaction in their positions. Our study is also supported by findings by Quinlan et al. (2009) where they found that downsizing had increased job insecurity and increased occupational health and safety and job stress negatively as reported in our study.

According to research done by Hom, Mitchell, Lee and Griffeth (2012), they did a review of employee turnover and identified two types of stayers, reluctant and enthusiastic. Reluctant stayers were those who stay because they feel they cannot leave, despite them wanting to exit and enthusiastic stayers were those who stay because they want to, although they have the ability to leave (Hom et al., 2012). They state that although it is expected that highly embedded employees because of their abundant resources are more likely to be enthusiastic stayers, it is possible that they can also be reluctant stayers. They therefore recommend further research to be done to investigate how a threatening restructuring event can affect each type of employee, either reluctant or enthusiastic differently.

5.5. Social Support and Employer Trust

Our study revealed that respondents felt that Top management had not implemented the restructuring process effectively and many staff were either uncertain or disagreed that they feel positive and certain about their future in the organisation and felt there was no improvement in operational functioning in the division they worked in. A good leader and manager must be able to develop the vision, initiate and implement the change and be able to influence others. They should be able to identify the causes and signs of stress. Majority expressed a lack of trust and confidence in Top management of the organisation and felt there was no honesty, caring and fairness portrayed by them. According to prior research, additional political skills are required of public sector leaders if they are to meet the often-conflicting

needs of their multiple stakeholders (Kuipers et al., 2014). Therefore, managers need emotional intelligence to be able to understand and manage stress and emotions of staff. Research done by Smollan et al. (2011) revealed that respondents appreciated managers who understood the stressful change they were undergoing and provided support to them both emotionally and tangibly. This reduced employee's resistance to change and helped them cope with stress levels during change. Almost all of the participants scored 21 or more indicating negative perceptions on construct. Therefore leaders need to be trained in change management (Kuipers et al., 2014), and should encompass stress management and emotional intelligence (Slaksi et al., 2003). It is evident from the results that majority of employees felt the process was not well planned and the results of the restructuring process did not turn out to be positive for the division. When asked about their future in the organisation, most participants were uncertain that their intention was to work for the organisation for a long period in the future. Managers need to minimise stress by providing employees with genuine consultation and good communication and develop support mechanisms, which can help employees deal with harmful effects of organisational change.

5.6. Communication Strategy

Concerning communication during restructuring, over fifty percent of the respondents felt that open and honest communication was not used at all times. A similar number responded that managers and supervisors were not kept informed about the restructuring at all times. Fugate et al. (2012) found if communication was poor and decision-making process was unfair, employees felt threatened which increased anxiety levels as reported by staff in our study. Many also felt that the medium of communication was inappropriate. Majority of respondents disagreed that information was consistently communicated to them throughout the process and felt they were not informed about the restructuring process right at the outset. According to Michel et al. (2013) organisational change was identified as a stressor that influenced well-being as change resulted in psychological uncertainty which affects well-being. During the process of change, poor communication results in uncertainty as reported in our study and honest communication reduced this uncertainty and increased job satisfaction and commitment, which was not done. Most of respondents felt that all relevant information was not accurately and timeously communicated with staff and management had not adequately communicated with them during the restructuring process and the vision and objectives was also not made clear. Research by Bonisiwe (2012), found that poor communication from management resulted in staff becoming discontent and mistrusting management which results

in low staff morale. The main form of communication was through email and most participants indicated that they were informed about the restructuring at the implementation stage followed by the planning stage. It was found by participant's scores that majority indicated negative views on the construct. Therefore Biggane et al. (2016) suggest that to reduce this threat, timely, accurate and useful information should be offered, employee's need to be involved in decisions where transparent procedures should be used to address concerns and managers should help and encourage employees to deal with the change. According to Smollan (2015), they found that stress in employees was caused if processes during change was communicated poorly, are uncertain, employees thought it was done unfairly with decisions being taken too quickly or slowly. They state stress is caused by loss of jobs and workload increase which results in anxiety and sleeplessness caused by lack of communication as reported by most staff in our study.

5.7. Correlation between various Constructs with Planning and Implementation

The variables that were associated with planning and implementation were:

- Campus the participants were situated on
- Number of years they were working at the institution
- Highest qualification
- Objective 2: Effects on Health, Morale, Commitment and Loyalty
- Objective 3: Social Support and Employer Trust
- Association between other constructs

5.7.1. Campus based and Planning and Implementation

The association between the specific campus the participant was situated in and planning and implementation was mostly negative for participants on Howard College, Westville and Medical School where they felt they were not given an opportunity to give input into the restructuring process, while a positive response was indicated for participants from Edgewood and Pietermaritzburg.

5.7.2. Number of years working at Institution and Planning and Implementation

Participants working in the University for less than three years, felt that planning and implementation was carried out effectively, while a more negative response was received for those working at the institution for a longer period, between three to eight years. It is clearly

evident here that the longer the number of years worked revealed more negative perceptions regarding planning and implementation of the process. For those participants working more than 8 years, results do not differ significantly showing an equally positive and negative response rate.

5.7.3. Highest Level of Qualification and Planning and Implementation

Participants with a matric qualification showed a more positive result that planning and implementation was done effectively while those that had a diploma qualification showed a higher negative response rate. Those participants that qualified with a degree, post graduate or other higher qualification also indicated a higher negative response that the planning and implementation of the process was not done effectively. In contrast to our findings, research by Vedina et al. (2014) found that employees in higher status level jobs had experienced lower health effects related to depression and anxiety.

5.7.4. Effects on Health and Morale and Planning and Implementation

Results indicate that nearly all participants indicated that negative effects of planning and implementation of the process resulted in negative effects on health, morale commitment and loyalty and only a very small number had positive views. It is evident that if planning and implementation of the restructuring process is not done properly, employees are exposed to negative health and morale effects, which impacts on their commitment and loyalty towards the organisation. Many staff reported processes were unclear, communication poor, there was ineffective sharing of information, and feedback was not done timeously. Staff was left confused, stressed, and felt isolated from the entire process therefore many did not support the change. As supported by Oreg et al. (2011), that if participants participated at a high level in the change process, they are more likely to be more ready and accept the change and will see the change as being less stressful and are more likely to support the change and does not affect their health negatively.

5.7.5. Social Support and Trust and Planning and Implementation

Similarly nearly all of respondents indicated negative response to planning and implementation in relation to negative views on social support and trust received during the process while more than half indicated that a positive planning and implementation process still resulted in negative effects on support and trust and less than half with positive views on both constructs. As supported by Vedina et al. (2014), they reported that co-worker support resulted in them

handling the change positively with younger employees only reporting on anxiety and elder employees reporting negatively on physical burnout.

5.8. Association between other constructs

5.8.1. Association between effect on health and morale and years working at University

Results reveal that for staff working at the University for more than 8 years have a highly negative response with regards the effects of the restructuring process on health, morale and commitment while a half of staff working at the University between 1 to 3 years revealed positive effects on their health, moral and commitment. This is in line with research by Geuskens et al. (2012), where it was found that prolonged restructuring resulted in poor general health and higher emotional exhaustion.

5.8.2. Association between effect on health and morale and support and trust

Almost all the participants reported negative effects on their health, morale and commitment as they had not received adequate social support from management and there was a lack of trust in their managers. As supported by Smollan (2015), if managers failed to provide adequate resources to support the change, interpersonal stress was reported to be higher as employees have to face new expectations with reduced resources and altered relationships. Research by Folkman et al. (1986) and Hobfoll (2001), reported that stress occurs when employees believe that social support is inadequate and may lead to behavioural, physiological, emotional or cognitive problems with negative results such as poor productivity, increase in sick leave, reduced loyalty to employer and conflict situations. As suggested by Smollan (2017), good support will decrease stress levels, improve well-being, and ensure they become committed and cope with the change.

5.8.3. Association between health and morale and communication strategy

There was a negative association between the communication strategy and the effects on health, morale and commitment of employee as majority of staff reported that there was not adequate communication in relation to relevance, timing, medium of communication, openness and honesty and this resulted in negative effects on their health and morale and commitment to the organisation. Fewer staff reported that communication strategy was adequate and as a result did not affect their health and morale.

5.8.4. Association between communication strategy and number of years worked

Participants working at the University for more than 8 years reported a highly negative response to their perception of the communication strategy used during the restructuring process. There was however, an equal number of positive response regarding the communication strategy used from staff working between 1 to 3 years and those working more than 8 years.

5.8.5. Association between position at work and effects on Health

It was found that there was a negative impact on health was associated with the participant's position at work. A large number of staff in Junior Management and General Staff reported that the restructuring has caused a negative impact on their health to the extent they had to seek medical attention. Reduction in staff affected health and caused stress. According to research by Fugate et al. (2012), change in job positions and age affected long term stability in well-being and the traumatic effects affect some employees more than others depending on how they interpret the change.

5.8.6. Association between number of years worked and effects on health

Results show that majority of the staff working at the University for more than 8 years have agreed that the restructuring process has caused a negative impact on their health to the extent that they had to seek medical attention. Staff working for less than 8 years were not that badly affected by health issues.

5.8.7. Association between Frequency of Restructuring and Effects on Health

Majority of participants who underwent the restructuring process for more than 3 times during their employment had reported that the restructuring caused a negative impact on their health to the extent they had to seek medical attention. More than a half of other staff that went through the process less than 3 times stated that they were not negatively impacted on their health to the extent that they had to seek medical attention. According to prior research carried out by Geuskens et al. (2012), they did a comparison of employees who did not undergo any restructuring with those employees that underwent restructuring only in the last year, only before the last year and over two years in a row referred to as prolonged restructuring. Concerning prolonged restructuring, employees experienced poorer general health conditions as found in our current study as employees that underwent the restructuring more than three times reported negative impact on their health to the extent they had to seek medical attention.

Employees that experienced prolonged restructuring and those that experienced restructuring only during the last year, was more likely to report higher emotional exhaustion (Geuskens et al., 2012) as related to our study, as staff that experienced restructuring less than three times reported no impact on their health to the extent they had to seek medical attention, they were more emotionally exhausted.

5.8.8. Association between Frequency of Restructuring and Change in Position

Most of the participants who underwent the restructuring process more than 3 times during their employment stated that they were transferred to another position, which was unsuitable for them. This is supported by research by TEU (2009), where employees felt that continuous restructuring did not allow them to get used to their new positions and systems before they were they were exposed to another review. This resulted in work overload, lower productivity, and service to third parties and lowered their morale.

5.8.9. Association between effect of Frequency on Health and Morale and Impact on Health

Results show that there was a significant association between effects on health, morale and commitment of employees where majority participants agreed on the negative effects the restructuring process has caused on their health, morale and commitment to the extent they had to seek medical attention. This study is supported by findings by Smollan (2017) where he found different types of stress during change was experienced by staff because of heavier workloads, uncertainty related to change in job roles, loss of jobs and potential redeployments as reported by our respondents which results in high anxiety levels and emotional and physical problems.

5.8.10. Association between Change in Position and Impact on Health

It was found that the participants who were transferred to another position that was not suitable for them during the restructuring process were more likely to have a negative impact on their health than those that remained in their current positions or not transferred to unsuitable positions. As supported by findings by the Association of University staff (TEU, 2009), they found that when employees were transferred to lower positions after restructuring, their levels of well-being and ability to work had decreased and stress levels had increased. Their levels of job satisfaction decreased and became less dedicated to organisation. They were emotionally exhausted, health conditions decreased, and sickness conditions increased. According to

Makikangas et al. (2016), they found that age and change in job affected stability of well-being and younger employees who had to change jobs well-being were more negatively affected than older employees who did not have to change jobs.

5.9. Other Findings

The last question in the questionnaire asked respondents to give their views on what they would have done differently if they were in charge of carrying out the restructuring process.

Responses to the question by individual participants were as follows:

- Consulted widely with staff at all levels. Should have done a cost benefit analysis. Look at current operations and determine efficiency. Be transparent and open. Follow guideline set down in Labor Law and consult Unions.
- Fully understand each sections role and how it operates before making changes. Top management should consult directly with the people doing the actual work. Management should not make empty promises.
- There should be more consultation with staff.
- I would engage staff right at the outset and explain the impact of the process.
- Would have consulted with other Institutions, with staff, and got a wide consensus from different stakeholders.
- Do thorough research on how it would affect all staff before implementing it.
- Involve employees in change before deciding on the process.
- I would have checked where there was a surplus of staff and transferred them to where there was a deficit.
- Listen to your staff. Don't make "Figures" your only reason for restructuring
- An individual should clean his or her backlog before moving or transferring the position to another manager or staff. Review the job profile for the staff after the restructuring process. Staff should be on the same set of conditions of employment, not a different set.
- I would have communicated much better with staff and have more open discussion sessions. Take hearing and advice of managers and junior managers on the ground level. Counsel staff going through the process and be as transparent as possible. Also provide support for staff without posts.

- I would meet with my subordinates and inform them about the process to be rolled out. Allow them to engage about how they feel and what would make them more job-satisfied and take this to management. Staff need to be heard. Morale would increase.
- Consideration will be given to efficient workers in retaining their services rather than having them dismissed because they were not from the African race group. That is sad that the University lost staff with all their experience because they were not from the preferred race group.
- Use an algorithm, based on staff need analysis or requirement and budgets. Also student-staff ratio for optimal educational and functional requirements of UKZN should be considered.
- Assessment of people readiness to be done. Communication way in advance because it was rushed and not structured. Should have gotten more buy-in, involved all levels of management in the promotion of the change.
- I would have kept to my promises of system changes before retrenching staff. Do not try to fix what is not broken.
- Strive to maintain open lines of communication throughout the process. The restructuring process should be done quickly and transparently.
- Properly plan the structure. Engage employees at all stages of the process. Ensure that employees are well acquainted with change. Make the process quicker. For employees who needed to be paid for being off the structure, make sure payments are not delayed
- Restructure because there is a need to do so and be honest to employees about the reason to restructure and ensure the restructure will have a positive influence at the work place
- Planned the restructure fully and then implement with consultation. Treat staff with respect & fairly compensate staff. Review the restructure, correct mistakes.
- Top management needed people skills. There were too many cutbacks of operational staff. Put experienced supervisors in place.
- I would have consulted all employees and outlined the proposed structure and functions associated with each post. Would then ask for feedback regarding proposed changes that could be made to enhance service delivery.
- Communicated effectively, be more in touch with people and be open to ideas and suggestions. Restructure for success, not set those left behind to fail. Be sure of the plan. Know the impact on those affected. Be transparent. Make sure it is workable.

- The restructuring was a smoke screen in my opinion to get rid of certain staff. The objectives of the restructuring must be clearly defined. An independent/objective party must control the process. There must be clear evidence to support the changes. Different scenario planning must be undertaken and outcomes critically assessed.
- There is nothing that I would do differently because I had a management that was good in communication and every single process so I was very happy.
- Ages for staff not to study to be considered, it becomes very stressful when you are old and forced to study. Moving staff to different campus when you stay close to the other should be looked at. Adding more duties to job profile and making changes and not upgrading. Bulk of the work is done by staff bottom of the ladder and not recognized.
- I would have been more lenient with the qualifications of the advertised positions. The reason for this is that many staff here have been put into positions where qualifications is necessary for the individual to be permanently employed. Many staff here are close to retirement but have been asked to study. By moving people up in positions within the department has prevented the lower position from being staffed and as a result the service has suffered. I would employ more staff to replace promoted individuals.
- Avoid merging the two Universities. Avoid centralizing all power onto a single campus. Avoid destroying the support structures at UKZN by centralizing them. Avoid disempowering all staff, other than the ruling elite, to avoid destroying morale. Ensuring that responsibilities were matched with appropriate authority, instead of separating the two, and situating all real authority at the College level which was done during restructuring. Avoid having the College, School, Academic Group three-tier structure. Avoid tying academic activities of common subjects on each campus to each other, namely: allow each campus to develop its own unique specialty and direction based on the resources and personnel on each campus. Avoid the racist policy of limiting all administrative and technical posts below grade 10 to a specific race group, which have proved to be divisive and deeply destructive to the fabric of UKZN. Avoid the destruction of social engagement at UKZN, which was undertaken systematically to eliminate opposition. Actively support academic freedom and freedom of speech as opposed to actively harassing opponents to the restructuring in a vicious and overt campaign of demonization, using the courts to bully and coerce the staff in an open campaign of intimidation.

- The logistics were not worked out ahead of time. When we asked how things were going to be done, we were repeatedly told that it would all be worked out in time! It wasn't and there are many of us who were just expected to make it work. The big scheme planning was done but not the nitty gritty. Too much is being pushed onto Schools and the most common utterance is "It's not my job" or "That's been devolved to Schools". But we are still being micro managed and forced to employ people who may not be the best for the job.
- There should be more transparency. Increased dialogue between management and subordinates

The responses above can be summarised into the following grouped needs:

- Consistent communication of changes need to be given to all employees right from planning stage to the end of the restructuring process
- There is a need for employee involvement and information sharing right from the outset of the restructuring process
- Management need to obtain constant feedback from employees and consider their suggestions and views when restructuring
- Careful planning of the restructuring process is needed before implementation takes place and review of the change must be carried out after completion.

5.10. Chapter Summary

A summary and interpretation of actual data in this study has revealed that majority of participants employed by the chosen organisation were negatively affected during the restructuring processes carried out which had a significantly negative effect on their health and morale. It is evident that the restructuring process needs to be improved significantly concerning employee participation, social support and trust and communication strategy used, if the organisation wants to maintain healthy, happy, dedicated, loyal and committed employees so that the organisation can fulfil its vision and objectives successfully. The last chapter provides a summary of conclusions drawn from results and provides recommendations on future research needed.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1. Introduction

In this chapter, the process of carrying out a successful restructure is highlighted. A discussion on the limitations experienced during the study is also done. Useful recommendations for future research is also provided. Finally, the chapter ends with a summary and conclusion of the current study.

6.2. Successful Restructure Process

In many instances of organisational restructuring, there is radical and urgent change that occurs in the organisation, which often results in reduction of staff. HR and management in the organisation immediately focus their attention on legal issues of staff dismissal instead of focussing on what is best for the organisation. The following improvement could be made in this situation where Human resources and management should not only aim to manage staff dismissal or how they can improve company profitability immediately, but they should aim and focus on building a new structure, whereby the long term strategic plan can be sustained in the organisation and the organisation can adapt more easily with changing circumstances.

According to research related to the study, the Omni Guide suggests six steps to follow for successful restructuring:

1. Restructure Decision

The decision to restructure is made by executive management. They therefore need to determine the success criteria and Return on Investment for the restructure as there will always be a cost involved. The decision making process should be documented and justified at each different stage.

2. Detailed Plan

A detailed implementation plan should be developed to ensure all benefits of the restructure process is understood. The plan should take into account the long and short-term business objectives and Return on Investment targets must be considered.

3. Define Ideal Workforce

The organization should not only focus on headcount reductions as done in most cases, but rather should aim to identify the workforce that will be ideal to ensure success and sustainability of the organization and to attain its objectives of restructuring. The

structure of the organization as well as the workforce required must be taken into account. In order to achieve this, management needs to develop a knowledge, skills and competency framework to identify the ideal employee and also to support decision of employees who are “at risk” for possible redundancy.

4. Consultation

Employees are most anxious at this time and Human resources and managers also undergo stress while conducting consultations. Legal and emotional considerations are involved, therefore managers must be confident in delivering their message and should be able to manage emotions and concerns that arise successfully. If asked by employee to discuss criteria against which they are being measured, manager must be able to provide updated and correct information immediately. Managers should be equipped to manage both their emotions as well as others around them.

5. During implementation, managers should re-motivate employees, which ensures employee morale, and productivity remains high. Employers seek leadership and guidance during this phase as there is an increase in workloads in most instances and no training or financial incentives is provided in the short term. Employees need to be fully engaged and committed to and understand their role in fulfilling the new objectives of the organization.
6. After the restructure process, the success achieved should be measured against the original criteria and objectives. Different criteria of measurement will be used by different organizations such as staff satisfaction, level of motivation and absenteeism, attitudes after restructure, productivity and forecasts for the company.

6.3. Limitations to the Study

Firstly, the proposed study is limited to UKZN’s five campuses and does not include research done in other universities or organizations. Therefore, the results could not be generalized to other public organizations as the culture in different organizations differ. Secondly, the representativeness of the sample was lacking with regards to employees who had become redundant during the restructuring process and had to leave the organisation and were not able to be easily contacted to obtain their perceptions and views regarding how they were affected by the change. Thirdly, the response rate by academics and an equal number of staff from the various campuses were very poor as many did not respond on the website and it was very difficult to physically contact them as well. By including more academic employees and more

respondents from the other campuses, may either confirm or strengthen current results or may produce different results as majority of responses were gained from Support staff and those based on the Westville campus. Fourthly, only a limited number of variables was taken into account when considering what could affect the morale and health of employees during the restructuring process. By exploring other change variables, may contribute to further findings on threat to employees health and morale. We were guided by recommendation by Fugate et al. (2012) to explore not only other 'contextually relevant antecedents but those that are also malleable and state-like' and it is recommended that other research work should be carried out into this as well. Fifthly, it is also highly likely that employees who are entrenched in their current positions for a long period will report negative responses to organisational changes. These employees may feel that they have more to lose in a major organisational change as they have greater access to resources. Therefore benefits can be gained by examining how job entrenchment can affect employee perceptions to change. Lastly the current study focussed on the restructuring process carried out in the chosen organisation whose aim was in staff reductions. This therefore makes it less feasible to make comparisons of this study to other studies where no staff reduction was involved during the change process. It is therefore important to make certain the type of restructuring is made clear in order to be able to compare studies.

6.4. Recommendations for Future Research

Further research surveys on this topic should be carried out in other tertiary institutions who are undergoing or have undergone a similar restructuring process change so that data can be contrasted and meaningful comparisons and conclusions can be achieved. It is recommended that the representativeness of the sample be improved on, in future surveys which should aim to ensure all employees that were made redundant be contacted and their responses regarding their perceptions of undergoing the change is taken into account as well as more academic staff and an equal number of staff from different campuses be included. Also recommended is to include other change variables such as process characteristics and the quality of participation, etcetera. The effects of employee attitudes such as self-efficacy and personal skills should be examined further as these results may enable employees to cope with the various demands that arise during the restructuring process. In our current study, it was found that those employees that worked in the organisation for a longer period had more negative perceptions towards the restructuring change than those that were only employed for a shorter period. However it was not made clear for how long these long serving staff were employed in the same positions.

Further research work needs to be done on how employee job entrenchment affects employee's perceptions towards organisational change. Certain organisations may not see it feasible to participate in research in certain economic times, therefore it is recommended to include restructuring related variables, for example, employee attitude surveys done annually as part of a continuous monitoring process in the organisation. Relevant data gathered in this way can be used by the organisation in adapting their activities and internal policies in improving the planning and implementation of their restructuring process. A disadvantage in this survey was that the aim of the restructuring process that was carried out in the chosen organisation was with staff reductions in improving overall efficiency. More research work needs to be done on measures of different types and degrees of restructuring and how each specific type of restructuring event affects or changes employee's perceptions regarding the change. Similar surveys can be compared and contrasted with each other, for example, variables such as communication and participation of change with staff reductions versus communication and participation of change without staff reductions etcetera, as different degrees of restructuring may affect employee well-being differently.

This research was not specific in finding out how long the restructuring process lasted, whether staff in the chosen organisation was exposed to it for a long or short period, therefore a useful investigation would be to find out whether the recovery period is more difficult after a longer restructuring period than a shorter period of restructuring. When an organisation undergoes a restructuring process that impacts negatively on the well-being of employee's, it may result in negative effects on the organisation's operations as well. Further studies to examine restructuring effects on well-being and performance of employee will be useful to gain an insight on how well-being of employee affects their performance after the change, which can provide a reason for organisations to consider worker well-being as an important factor in their restructuring planning process. Another recommendation for future research would be to do an analysis of the effects of restructuring in the organisation on a departmental or team basis since many organisations today are structured according to departments or teams that work together. For example, in the current survey, the Finance department is rated as performance of a department as whole and not specific individuals. This would enable us to gain useful data of the change effects across departments and teams. Finally, the current study was quantitative in nature, therefore it is recommended that more qualitative research on specific aspects of the topic such as being able to identify and implement healthy change processes would be very

useful for organisations to ensure the health and morale of their employee's is not negatively affected during any restructuring process carried out by them.

6.5. Summary

Majority of the working population today will most probably face more than one restructuring event in their working career; therefore, it is imperative that effective interventions to the restructuring process need to be designed and implemented to ensure employees are not impacted negatively. It is therefore important that both managers and employees obtain the necessary support to deal with these organisational changes in a health conscious way by either coaching, training or other human resources programmes aimed at employee, management and departmental levels. Our study revealed that the characteristics of communication, employee involvement, management trust and fairness have resulted in a negative impact on morale and well-being of employees in the chosen organisation. It is therefore important that supportive restructuring mechanisms be put in place that aim to ensure healthy change processes and employee well-being is maintained. Human resources management and occupational practitioners should work together with researchers to evaluate and develop proper restructuring policies and procedures that can be adopted by any organisation that intends implementing a restructuring process so that both the employees as well as the organisation as a whole are not negatively impacted as a result. In the current study, it was found that information sharing and ways of communicating change related information is of crucial importance to staff. Employees need to know how the change is going to affect their jobs right at the planning stage and what goals the organizations are expecting to reach in implementing the change. It is clearly evident in this study that employees want to be more involved in the process and they emphasise their needs with regards to training, advice and support required and also participating in decision making processes. This will definitely prove to be helpful in ensuring a successful restructuring process is carried out with minimal effects on health and morale of existing employees.

6.6. Conclusion

Research has revealed that the main source of negative health effects in today's working environment is that of stress which results from organisational restructuring and change processes which are accompanied by loss of jobs, reduced resources in the work environment, adapting to new expectations and having current relationships altered. In many restructuring processes, managers are generally driven by economic logic, which usually conflicts with

employees and departmental interests and capabilities, resulting in a mismatch between the two. Managers need to be trained and coached on the psychological effects of organisational change but it needs to be considered that they themselves are facing their own role of change and are often not supported themselves and also have to suffer the costs of changes as revealed in the current study. Managers need emotional intelligence to deal with staff stress. Similar perceptions were received from respondents regarding why they think the change was implemented and how successful it actually was and what they would have done differently if they were in charge of the restructure process. Majority of respondents felt that a more transparent, fair and better change process and better support and trust and communication strategy from management would have resulted in less stress related health effects on staff. By applying certain restructuring strategies identified in this research, an organisation can improve the planning and implementation of the restructuring process without affecting the morale and motivation of employees in a negative way.

Our country is found to always implement changes in government because of thinking of better ways of delivering improved service to the population at large, therefore, it is expected that government institutions will continue to undergo reorganisations in the future. This study can provide insight on how to successfully manage change efforts and provide useful information and recommendations to help other governmental institutions to consider the needs of employees when implementing change processes. The aim of the study was to determine the impact of organisational restructuring on employee health and morale. The study revealed that majority of employee's health and morale was negatively impacted by the restructuring process carried out in the chosen organisation. Employees expressed their opinions on the extent to which they should be involved, communication and management support and trust in planning and implementing the restructuring process. It was found that management trust, support and procedural fairness together with timely and quality enhanced communication of change both before and during the change process are important characteristics in influencing the effects on employee's health and morale. Review of the organisational status is very important to identify whether the restructuring process was proven to be a success or failure.

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APPENDIX A

ETHICAL CLEARANCE



12 October 2016

Mrs Vashni Maharajh (961103237)
Graduate School of Business & Leadership
Westville Campus

Dear Mrs Maharajh,

Protocol reference number: HSS/1696/016M

Project title: Impact of Organisational Restructuring on Employee Morale and Health

Full Approval – Expedited Application

In response to your application received on 07 October 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Muhammad Hoque
Cc Academic Leader Research: Dr Emmanuel Mutambara
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

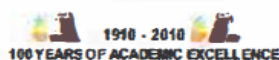
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Website: www.ukzn.ac.za



Founding Campuses

Edgewood



Howard College



Medical School



Pietermaritzburg



Westville

APPENDIX B

QUESTIONNAIRE

IMPACT OF ORGANISATIONAL RESTRUCTURING ON EMPLOYEE MORALE AND HEALTH

RESEARCH QUESTIONNAIRE

Please supply the following information by indicating with an 'X' in the appropriate box.

SECTION A: BIOGRAPHICAL DATA

A.1. Which sector in the University are you currently employed in?

Academic	
Support	

A.2. On which campus of UKZN are you situated in?

Howard College	
Westville	
Edgewood	
Medical School	
Pietermaritzburg	

A.3. Please indicate your position/level in the organisation

Top Management	
Middle Management	
Junior Management	
General Staff	

A.4. Historically, in which of these groups would you be classified?

Coloured	
Indian	
White	
African	

A.5. Please indicate your gender

Male	
Female	

A.6. Please indicate your age

Below 21 years	
21-30 years	
31-40 years	

41-50 years	
51-60 years	
Above 60 years	

A.7. How long had you been working at University of KwaZulu-Natal

1-3 years	
3-8 years	
More than 8 years	

A.8. How many times during your employment at the University did you undergo a restructuring process?

Less than 3 times	
More than 3 times	

A.9. Please indicate your highest level of qualifications (both formal & informal)

Matric	
Diploma	
Degree	
Post Graduate	
Other(s) [please specify].....	
.....	

SECTION B: ORGANISATIONAL RESTRUCTURING AT UNIVERSITY OF KWAZULU-NATAL

B.1. Employee involvement in the process

Please indicate the degree to which you agree with the following statements regarding the involvement of employees in the restructuring process.

EMPLOYEE INVOLVEMENT IN THE RESTRUCTURING PROCESS	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
My manager supported and guided me during the process of change					
All affected employees were consulted before change was implemented					
I was encouraged to become involved and committed to the restructuring process by my manager					

Benefits of restructuring were discussed with me personally					
Reasons for the recent restructuring was made clear to me					
I was given an opportunity to give input into the restructuring process					

B.2 Employee attitude to management and UKZN after the restructuring

Please indicate the degree to which you agree with the following statements regarding employee attitude after the restructuring process

EMPLOYEE ATTITUDES AFTER THE RESTRUCTURING PROCESS	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Top management implemented the restructuring process effectively					
I feel positive and certain about my future in this organisation					
There has been an improvement in operational functioning in the division					
I trust top management of this organisation					
Top management was fair, honest and caring					
The restructuring process was well planned					
The results of the restructuring process was positive for the division					
My intention is to work for UKZN for a long period in the future					
I still have confidence in Top management and this organisation.					

B.3. Employee morale and motivation after restructuring

Please indicate the degree to which you agree with the following statements regarding the employee morale and motivation after restructuring.

EMPLOYEE MORALE AND MOTIVATION AFTER RESTRUCTURING	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
The restructuring process was good for employees					
I am eager to go to work every morning					
More opportunities have become available for employees after the restructuring					
My working conditions have improved after the restructuring process					
I am happy and wish to continue to work for UKZN for the foreseeable future					
I still enjoy doing my work					
The change has impacted negatively on my morale at UKZN					

B.3. Employee morale and motivation after restructuring (contin..)

EMPLOYEE MORALE AND MOTIVATION AFTER RESTRUCTURING	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
I still feel very committed to the goals and objectives of this organisation					
I still feel a sense of belonging to this organisation					
I still put in extra effort to ensure that goals and objectives of this organisation are achieved					

B.4. Communication process and strategy during restructuring

Please indicate the degree to which you agree with the following statements regarding the communication process and strategy during restructuring.

COMMUNICATION DURING RESTRUCTURING	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
The vision and objectives of restructuring were clearly communicated to me					
Management had adequately communicated with staff during the restructuring process					
All relevant information was accurately and timeously communicated with staff					
Employees were informed about restructuring process right at the outset					
Throughout the process, information was consistently communicated to us					
The medium of communicating changes to me was appropriate					
Managers and supervisors were kept informed about restructuring at all times					
Open and honest communication was used at all times					

B.4.1. Please indicate which forms of communication were predominantly used during restructuring

Face-to-face	
E-mail	
Telephonically	
Video-Conferencing	
Other [please specify]	

B.4.2. Please indicate the stage at which you were informed about the restructuring

Planning stage	
Implementation stage	
After implementation	
Never	

B.4.3. Please indicate the frequency with which changes were communicated to you

Regularly	
Seldom	
Never	

B.4.4. Has the restructuring caused a negative impact on your health to the extent you had to seek medical attention?

Yes	
No	

B.4.5. If yes, please specify

B.4.6. Were you transferred to another position which was unsuitable for you?

Yes	
No	

B.4.7. If yes, what solution was implemented, if any?

B.5. If you had been in charge of the restructuring process, what would you have done differently?

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Many thanks for participating in this project. Your time and input are greatly appreciated.

APPENDIX C

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

MBA Research Project

Researcher: V. Maharajh (031-2608100)

Supervisor: Dr M. Hoque (031-2608690)

Research Office: Ms P Ximba 031-2603587

I, Vashni Maharajh an **MBA student**, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal. You are invited to participate in a research project entitled “*Impact of Organisational Restructuring on Employee Morale and Health*”. The aim of this study is to assess what effect the UKZN restructuring process has had on the health and morale of the employees at UKZN and to identify and find a solution on how organisations can strategically restructure its business without adversely affecting the health and morale of employees.

Through your participation I hope to understand how the UKZN restructuring process was implemented, what effect it had on your health and morale, how often the process was carried out and how management supported employees and influenced decisions. The results of the focus group are intended to contribute to develop and recommend more effective strategies that UKZN and other organisations can employ when implementing future restructuring processes without adversely affecting employee’s morale and health.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 10 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator’s signature _____ Date _____

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project
Researcher: V. Maharajh (031-2608100)
Supervisor: Dr M. Hoque (031-2608690)
Research Office: Ms P Ximba 031-2603587

CONSENT

I.....(full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

APPENDIX D

TURNITIN REPORT

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Vashni Maharajh | Impact of Organisational Restructuring on Employee Morale and Health



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CHAPTER ONE

INTRODUCTION

1.1. Background

Today's global environments in which organisations operate are highly challenging and undergo continuous organisational change to keep up with changing environments. According to Gaanyesh, 2013, "Organisational change occurs when a company makes a transition from its current state to desired future state". He also states that "managing organisational change is the process of planning and implementing change" (Gaanyesh, 2013). Change occurs in personnel or departments and the way in which employees and departments report to each other. Employees however are impacted during these transition periods by these changes which affect employer-employee relationships relating to perceptions and expectations either in a negative or positive way. Prior research has revealed that organisational restructuring has

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