UNIVERSITY OF KWAZULU-NATAL

THE IMPACT OF CHANGE MANAGEMENT IN THE PUBLIC SERVICE: CASE STUDY OF THE SOUTH AFRICAN SOCIAL SECURITY AGENCY

by

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DECLARATION

I, **Pearl Sizeka BENGU,** declare that

(i) The research reported in this dissertation, except where otherwise indicated, is my original research.

(ii) This dissertation has not been submitted for any degree or examination at any other university.

(iii) This dissertation does not contain any other person's data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.

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    a) their words have been re-written but the general information attributed to them has been referenced;

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(v) This dissertation does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source detailed in the dissertation and in the biography section.

Signature:

Date:

ACKNOWLEDGEMENTS

DEDICATION

"Mandila, Nyezile, Qangaza, Mfazi obelenye phesheya komlanjana". This is the clan name to my late mother, Mantelentele Tonisi. My mother remains the source of my inspiration in my life. I must state that my destiny was shaped by some of the hard decisions she made in relocating from Libode, one of the deep rural areas of the Eastern Cape, to Thokoza on the East Rand, Gauteng.

As a result, I and my siblings had better opportunities to study and pursue our dreams. I dedicate my thesis to her. I want to say that I am currently collating the relevant information to write a book of dedication about her, and this ideal will soon be realised.

To my late father who made sure that we were brought up with strict rules and supervision, if it was not for him being a caring father, I would not be here today, Khwetshube ka Xhanga. Gratitude also goes to my husband and my children Nonqaba and Nhlakanipho.

May God be with you all.

ABSTRACT

Change Management is a universal call for every government institution in many countries. It is also viewed as a structured approach for ensuring that changes are thoroughly and smoothly implemented, and for achieving lasting benefits of change. The objectives of the study were to explore the role of Change Management at the South African Social Security Agency (SASSA), to examine the impact of Change Management for future policy makers, and to interrogate the challenges and opportunities of Change Management.

This study employed both qualitative and quantitative research. In the collection of primary data, the sequential approach was used. In phase one, questionnaires were distributed, and phase two comprised the in-depth interviewing of SASSA officials (qualitative research). The findings reveal that it is high time that the public sector embrace the concept of Change Management, for the betterment of government departments and entities. The study also revealed that Change Management will also support responsibility and accountability in whatever is done or introduced in different departments and entities.

The recommendations of the study are that staff members be rotated more often, and that they be rotated if and when they want to be, in order for them to be kept interested in what they do. SASSA will, in turn, become the employer of choice and productivity will increase immensely as the 3Es (economy efficiency and effectiveness) will be achieved, thus providing better service delivery for all South Africans.

The study focused on the implementation of Change Management in the South African Social Security Agency (SASSA).

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ACRONYMS

DSD	Department of Social Development
DPTRW	Department of Public Transport, Roads and Works
GM	General Manager
KZN	KwaZulu-Natal
NPM	New Public Management
OECD	Organisation for Economic Corporation and Development
PFMA	Public Finance Management Act
RBV	Reasourced–based view
REM	Regional Executive Manager
RSA	Republic of South Africa
SPSS	Stastical Package for Social Scientists

<p style="text-align:center">**CHAPTER ONE**</p>

<p style="text-align:center">**INTRODUCTION AND OVERVIEW OF THE STUDY**</p>

1.1 INTRODUCTION

Change Management refers to any approach to transitioning individuals, teams, and organisations using methods intended to re-direct the use of resources, business processes, budget allocations, or other modes of operation that significantly reshape a company or organisation. Organisational Change Management considers the full organization and what needs to change. Organisational Change Management principles and practices include Change Management as a tool for change focused solely on the individual. Change Management focuses on how people and teams are affected by an organisational transition. It deals with many different disciplines, from behavioral and social sciences, to information technology and business solutions. In a project management context, Change Management may refer to the change control process wherein changes to the scope of a project are formally introduced and approved.

1.2 BACKGROUND AND OUTLINE OF THE RESEARCH PROBLEM

Change Management is a structured approach to transitioning individuals, teams, and organisations from a current state of performance to a desired state of performance. It is the process, tools and techniques used to manage the 'people' side of change, to achieve the required business outcome (Creasey, 2007).

South Africa has been faced with a lack of service delivery in all government institutions. The South African Social Security Agency (SASSA) is one of the government institutions that has experienced high levels of poor service delivery resulting from the underperformance of its employees. At SASSA, Change Management was seen as one of the tools to curb the problem of underperformance and to bring about effectiveness and productivity.

The KwaZulu-Natal SASSA Region (Agency) continues to be a victim of underperformance and more so, has contributed to the recent not so good audit reports from the Office of the

Auditor-General. This situation poses a serious problem, given the constitutional mandate of the Agency towards poverty alleviation. Both internal and external factors relating to fraud and corruption contribute to this untoward situation of poor performance, resulting in the overall poor service delivery to the public. The Agency continues to put mechanisms in place to curb incidences of fraud and corruption by employees, services providers and members of the public.

The process of Change Management was designed to address challenges relating to:

- The lack of service delivery. The systems of service provision that developed under the Department of Public Transport, Roads and Works (DPTRW) were less public-focused and more concerned with the application of rules and procedures, than with the development of a culture and ethos of service.

- Centralised control and top-down management. Because the public service was strongly oriented towards control, it became highly authoritarian, centralised and rule-bound in its operation. Operational efficiency was compromised.

- The lack of accountability and transparency. Accountability within the service was only limited to bureaucratic accountability. Employees were held accountable for adherence to rules and procedures rather than for efficiency, effectiveness and productivity. Wider accountability for the service to the public was even less evident.

- The absence of effective management information. No fully deployed management information systems were installed to promote information sharing and the efficient monitoring and revision of public sector programmes. One important consequence of this was that there were few reliable statistics on the staffing and composition of employees.

- Low productivity. Productivity was relatively low, particularly if judged in terms of the ability to deliver services that meet the needs of the people and the set targets. Low productivity results in part from the shortage of appropriate education and training opportunities for the majority of the staff. In this case, it also resulted from a disproportionate number of staff members involved in essentially duplicative administrative functions, whereas serious understaffing frequently occurred at the level of essential service provision.

1.3 PROBLEM STATEMENT

When change is introduced to the organization, it is ultimately going to be impacting one or more of the following four parts of how the organisation operates namely Processes, Systems, Organisation structure and Job roles. The major problem with Change Management at SASSA since its implementation is the lack of communication and the way it was implemented. The lack of communication emanated from a poor implementation strategy and a lack of employee buy-in to the Change Management process. The lack of buy-in by employees resulted from their lack of knowledge and access to the processes and functions of Change Management. While there are numerous approaches and tools that can be used to improve an organisation, all of them ultimately prescribe adjustments to one or more of the four parts of the organisation listed above. The major problem identified is that change introduced at SASSA will benefit mainly the management of the organisation, and not the employees on the ground.

1.4 OBJECTIVES OF THE STUDY

The objectives of the study were:

- To explore the role of Change Management at SASSA;
- To examine the impact of Change Management for future policymaking at SASSA; and
- To interrogate the challenges and opportunities presented by Change Management at SASSA.

1.5. KEY RESEARCH QUESTIONS

The study attempted to address the following questions:

- What is the role of Change Management in SASSA?
- What is the impact of Change Management on future policymaking at SASSA?
- What are the challenges that lead to Change Management at SASSA?

1.6 HYPOTHESIS

Change Management is the major tool for productive and effective service delivery at SASSA and it can also create a bigger impact by creating a policy.

1.7   RESEARCH DESIGN AND METHODOLOGY

1.7.1   Research Design and Strategy

It is worth mentioning that the study is underpinned by the pragmatism philosophical worldview. This is a worldview that supports the use of a mix of different research methods as well as modes of analysis; the focus is on 'what works'. The study utilised the mixed- method design and the case study strategy (De Vaus, 2001).

The quantitative part of the study focused on the impact of Change Management and its implications for better service delivery. The qualitative part was to interpret the relationship between the variables and the underlying perceptions of employees regarding the impact of Change Management. A sequential approach was used in the collection of the primary data, in that the researcher started with the quantitative research and then conducted the qualitative research. In the first phase, the researcher distributed questionnaires, and went on to interview officials in the second phase (De Vaus, 2001).

1.8 DATA COLLECTION METHODS AND ANALYSIS

1.8.1   Survey Questionnaire

A questionnaire was developed and distributed to participants via e-mail; this was done with a view to obtain employee perceptions on the effectiveness of the Change Management at the South African Social Security Agency. The survey instrument is attached as Appendix B-1 Quality assurance was conducted to ensure that questionnaires were completed by the respondents. This was to ensure that all questions on the questionnaire were answered. All data collected from the questionnaires were taken into consideration and the conclusion drawn was based on the findings. The SPSS programme was used to analyse the data, together with the chi-squared test and a further test on regression.

1.8.2 Interview Questions

Structured interview questions were formulated and one-on-one interviews were conducted; this was with the intention of getting an insight into the views of the officials on the effectiveness of the Change Management, and to hear about their perceptions and attitudes towards the system. This list of interview questions is attached as Appendix B-2. Yin

(2009:108) highlights interviews as essential sources of case study evidence, because most case studies are about human affairs or behavioural events. Yin (2009) further points out those well-informed interviewees can also provide important insights into such affairs or events. The data from the interviews were analysed through content analysis and data matrix analysis.

1.8.3 Participant Selection

In order to get accurate and fair responses from SASSA employees were selected as participants from four Units (Finance, Grant Administration, Executive Support and Corporate services). The targeted group was level 5, 7, 10, 12 and 13 in terms of employee rank. The researcher wanted every unit to be represented from top management, middle management up to entry level employees. The representative of all levels as highlighted above was to give insight of what employee's perspectives about effectiveness of change management using top down representative approach. The questionnaires were distributed to 100 officials, i.e. 25 questionnaires were distributed each unit respectively.

1.9 ETHICAL CONSIDERATIONS

Permission was requested and granted by the SASSA Regional Executive Manager to conduct the study, and ethical clearance was obtained from the Ethical Clearance Committee of the University of KwaZulu-Natal. The ethical clearance letter is attached as Annexure A. In addition, prior to the completion of the survey questionnaires by the respondents and the conducting of the interviews of the participants, the researcher ensured that the participants were informed about their rights, privacy and the confidentiality and anonymity of their responses. Participants were also informed that they could withdraw from the research at any given time, in case they felt that their rights were being violated or if they were uncomfortable.

1.10 STRUCTURE OF THE DISSERTATION

The dissertation is structured into five chapters:

Chapter 1:   Introduction

This chapter highlights the background of Change Management, the problem to be investigated and the investigation process. The research questions and the objectives of the study are clearly outlined, and the method of investigation presented.

Chapter 2:   Literature Review

This chapter focuses on the various literature reviewed related to this particular field of change management. In this study, the chapter explores the literature review, the theories of change management, the application of change management, and the legislative framework and implementation of change management in organisations.

Chapter 3: Research Design and Methodology

This chapter examines the research design and methods, thus looking at the strategy, sampling, data analysis, validity and reliability, and limitations of the study, as well as the ethical considerations.

Chapter 4: Data Analysis and Presentation

The results of the study were analysed and the findings were presented and interpreted.

Chapter 5: Conclusions and Recommendations

This chapter presents the conclusions and recommendations arising from the study on the effectiveness of the Change Management process at SASSA. The implications of the role of employee buy-in for the implementation of the Change Management process is discussed, as well as how the relationship between variables may improve performance recommendations.

1.11 CONCLUSION

This chapter highlighted the background of the South African Social Security Agency, the problem statement, the objectives of the study, the research questions, and the hypothesis, the rationale of the study, and the research design and methods. It also focused on the structure of the dissertation and an overview of SASSA in Chapter Two, the study will review the existing literature on Change Management and demonstrate how the theoretical framework emanated from the various elements of the Change Management literature.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Many scholars have provided with different arguments on the impact of change management either on the private sector or government. Change management as a concept is contested; it cannot be defined or characterized with singular meaning. In defining the change management this study is going to integrate different approaches of defining change management. Change management as a process of managing change to achieve a required business outcome and common characteristics of change management. Different authors have provided different argument on the impact of change management some argue that change can be good for the business and some argue that change management sometime is bad on the sense that it brings fear to employees for their job insecurities.

2.2 DEFINING CHANGE MANAGEMENT

The most common definition of Change Management is that it is a process, with tools and techniques to manage the 'people' aspect of change, to achieve a required business outcome (Beer and Nohria, 2000). There are five elements of Change Management. The first element is '*Planning*'; developing and documenting the objectives to be achieved by the change, and the means to achieve it. Secondly, '*Defined Governance*' is the establishment of the appropriate organisational structures, roles and responsibilities for the change, that engage stakeholders and support the change effort. Thirdly, '*Committed Leadership*' is the element that comprises the on-going commitment at the top and across the organisation, to guide organisational behaviour and lead by example. The fourth element is the '*Informed Stakeholder*'; encouraging stakeholder participation and commitment to the change, by employing open and consultative communication approaches to create awareness and understanding of the change throughout the organisation. Lastly, the element of the '*Aligned Workforce*': identifying the human impacts of the change, and developing plans to align the workforce to support the changing organisation (Beer and Nohria, 2000).

Change Management is a universal call for all government institutions in many countries. With constantly evolving institutional goals and strategies, change is inevitable, and managing this change is essential. Change Management is also used as a catch-all for project activities that may otherwise be overlooked. It is thus important to understand what it is and how to use it to be effective in the discipline. Change Management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and for achieving lasting benefits of the change. The Change Management focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state. The change could range from a simple process change to a major system change to achieve the institutional potential (Beer and Nohria, 2000).

2.3 CHANGE MANAGEMENT PERSPECTIVES

It is important to note that 'organisations' are not the ones that change; rather it is the people within the organisations that change. Therefore, the success of the project ultimately is measured by the difference in the work done by each individual, multiplied by the number of employees impacted by the change. Consequently, effective Change Management requires an understanding of, and an appreciation for how one person makes a change successfully. Without an individual perspective, Change Management amounts to activities performed without goals or outcomes achieved.

2.3.1 Changing and Improving

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it's about being open to change, suggesting ideas for improvements to the way things are done, and working in smarter, more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive civil service. It also means making use of alternative delivery models, including digital and shared service approaches wherever possible (Melchor, 2008).

2.4 PRINCIPLES GOVERNING THE CHANGE MANAGEMENT PROCESS

Chapter 10 of the Constitution of the Republic of South Africa of 1996 provides for the basic values and principles governing public administration. Accordingly, section 195 states that public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- A high standard of professional ethics must be promoted and maintained;
- Efficient, economic and effective use of resources must be promoted;
- Public administration must be development-oriented;
- Services must be provided impartially, fairly, equitably and without bias;
- People's needs must be responded to, and the public must be encouraged to participate in policy-making;
- Public administration must be accountable;
- Transparency must be fostered by providing the public with timely, accessible and accurate information;
- Good human-resource management and career-development practices must be cultivated to maximise human potential; and
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation (RSA Constitution, 1996).

There are rules for the effective management of change. Managing organisational change will be more successful if applying these simple principles. Achieving personal change will be more successful too if the same approach is used, where relevant. Change Management entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes. If change is forced on people, problems normally arise. Change must be realistic, achievable and measurable. These aspects are especially relevant to managing personal change.

Before starting organisational change, ask the questions (Hayes, 2010):

- What is to be achieved with this change, why, and how will it be known that the change has been achieved?
- Who is affected by this change, and how will they react to it?
- How much of this change can be achieved without outside assistance, and what parts of the change require outside help?

These aspects relate strongly to the management of personnel as well as organisational change Hayes (2010).

Burnes (2000) argues that the variety of different approaches to Change Management is due to the interdisciplinary nature of the topic. Change Management theory brings together concepts of psychology, sociology, economics and management. By privileging a particular subject, authors have developed different schools of thought. However, only a holistic approach, which takes account of different perspectives, can provide a sound theory of change management.

According to Burnes (2009), Change Management theories are usually based on the idea that managers can, through their actions, make a difference to the way their organisations work. This approach is known as voluntarism. Some authors have contested this view of voluntarism, claiming that managers' power of change is very limited; this alternate view is referred to as determinism. In this literature review the researcher outlines these two contrasting approaches to Change Management theory. Different Change Management theories share similar aims; which are to explain why and how organisations are changing, provide organisational and structural models for management, and to offer managers practical guidelines for implementing the desired changes.

Grazioli (2002) asserts that most Change Management theories are based on the assumption that the changes affecting our society, and consequently our organisations, must be accepted. Working from this premise, most authors have tried to develop the ultimate effective Change Management strategy, able to neutralise the problems brought about by change. Most authors agree that organisations are elements dependent on the greater environment, and that negative changes affecting organisations are a reflection of the economic and political set up of society.

Few authors, however, have developed theories which tackle the source of the problem. Rather than merely accepting the status quo and trying to exploit the positive aspects of uncertainty, Change Management theories should concentrate on developing new organisational models within a sustainable global economy, where global resources are used rationally and where central economic planning sets the pace of change and development.

2.5 CHANGE MANAGEMENT FACTORS

The Change Management process includes five Change Management factors. The 'context' factor refers to the organisation's external and internal environments, such as a changing political environment or the institutionalisation of a public organisation (Philippidou et al., 2008). The 'content' factor focuses on the content of the change, including the organisation's strategies, structures and systems (Armenakis and Bedeian, 1999).

Thirdly, Armenakis and Bedeian (1999) mention the 'process' factor, which describes the interventions and processes that are involved in the implementation of change. Generally, both the management and public administration literature distinguish between radical and emergent change processes. Fourth, Armenakis and Bedeian (1999) raise criterion variables, referring to them as the 'outcomes' of change, including the attitudes, behaviours and experiences of those involved with the change. An additional factor which researchers include in their frame relates to the 'leadership' of change, which has been receiving increasing attention in the Change Management literature (Higgs and Rowland, 2005).

2.6 ORDERS OF CHANGE

An important consideration is the nature of the change encountered by an organisation (Armenakis and Bedeian, 1999). Generally within the literature, the nature of change is considered from different perspectives (Higgs and Rowland, 2005) that tend to explore combinations of the scale of the change and its relative impact on core organisational paradigms (Burnes, 2004; Van de Ven and Poole, 1995). A commonly encountered taxonomy for examining types of change is the distinction between incremental and radical change (Burnes 2004; Carnall 2007). Higgs and Rowland (2005) however state that the definitions of each of these concepts tend to vary and are regarded as overly simplistic. In reviewing this

aspect of the literature, it is clear that different 'orders' of change can be identified (Bartunek and Moch, 1987): sub-system change (first-order), organisation change (second-order) and sector change (third-order).

Organisations change and adapt continuously to remain competitive, according to Balogum and Hailey (2008), and yet effective organisational change seems to be rare (By, 2005; Meaney and Pung, 2008). Recent statistics reveal that only one-third of organisational change efforts were considered successful by their leaders (Meaney and Pung, 2008; Beer and Nohria, 2000). Apparently, implementing successful change programmes in organisations is quite problematic. The low success rates of change programmes are often attributed to resistance to change on the part of employees, assert Ford et al. (2008), however, a more nuanced view on resistance to change and its determinants might be more appropriate (Piderit, 2000).

Change processes are driven by several strategic considerations (Schilling and Steensma, 2001), including the need for more integrated ways of working (Rugman and Hodgetts, 2001) and the need to improve business performance (Balogum and Hailey, 2008). These considerations typically result in structured change programmes, based on the assumption that Change Management consists of a (limited) set of interventions which are regarded as objective, measurable and linearly manageable programmes that can be realised in a relatively short time. Scholars on resistance to change point out the need for research beyond top-down organisational change. Jones et al. (2004) and Dibella (2007) add that studies should pay attention to the dynamics of change processes and thereby contribute to the understanding of resistance, a factor which is paramount to the high failure rate of change programmes (Quinn and Dutton, 2005; Di Virgilio and Ludema, 2009).

Scholars like Booz, Allen and Hemmilton (2002) argue that the success of a large scale transformation demands more than the best strategic and tactical plans; the traditional focus of senior executives and their advisers. It requires an intimate understanding of the human side, as well the company culture, values, people, and behaviours that must be changed to deliver the desired results. Plans themselves do not capture value. Value is realised only through the

sustained, collective actions of thousands or ten thousands of employees who are responsible for designing, executing and living the change (Booz, Allen and Hemmilton, 2002).

On the other hand, Chapman (2004) states that any system is capable of failure, and such failure enables a great deal of value to be learned for the improvement of systems and the prevention of future failure. Warring (1996) also argues that any system is capable of failure, and the consequences thereof can be serious to the organisation and its clients or customers. It is therefore argued that the lessons derived from such failures should provide a platform towards the continuous improvement of the system. The envisaged improvements should be geared towards improving the performance of the system as a whole.

Human beings and institutions are part of the bigger system and therefore the above theory suggests that change is inevitable in our everyday lives. Accordingly, the concept of the human activity system comes into play. Banathy (2004) defines the human activity system as an assembly of people and other resources organised into a whole, in order to accomplish a purpose. Banathy (2004) further states that the human activity system operates at three levels: (1) the purpose of its collective entity; (2) the purpose of its members; and (3) the environment of the larger system in which it is embedded.

It is therefore common cause that the people in the system are naturally affected by being in the system, and that the system invariably gets affected by their participation. People in the system carry out activities that will enable them to attain a collectively identified purpose and that enable change in itself (Banathy and Jenlink, 2004).

Generally speaking, change is part of life, and adapting to change is therefore compulsory to survive and stay competitive (Susanto, 2008 cited in Nyasha, 2011) According to Holgersen (2011), change can vary in complexity and as a result, the magnitude of the intervening mechanisms and processes should be adjusted accordingly. That brings us to the various aspects of Change Management in relation to the relevant theories, strategies and models.

Nohria and Beer (2000) wrote that there are two archetypes, or theories, of change. Arguably, these archetypes are based on very different and often unconscious assumptions by those who advise on them. In their article, they argued that Theory E is change based on economic value, and Theory O is change based on organisational capability.

Theory E change advocates for shareholder value as the only legitimate measure of corporate success. Also, this theory is associated with heavy use of economic incentives, drastic layoffs, downsizing, and restructuring. This theory does not seem to be sensitive to the needs of all stakeholders, especially those of the employees. Theory O change strategy seems to be more collaborative and grounded on sustainability approaches. This theory is geared towards building up the corporate culture: employee behaviours, attitudes, capabilities, and commitment. The organisation also learns from its experiences in its endeavour towards corporate success. Sustaining the outcome requires investment in building a corporate culture and human capability (Riley, 2000).

2.7 RESOURCE BASED VIEW AS A STRATEGIC PARTNER TOWARDS COMPETITIVENESS

An article from Job Enjoy states that the resource-based view (RBV) argues that the human resources in an organisation create their competitive advantage (Penrose, 1959; Wernerfelt, 1984). It has been argued by Barney (1991) that the resources that are valuable, rare, inimitable and non-substitutable will lead to competitive advantage. All of the experience, knowledge, judgment, risk taking propensity and wisdom of individuals associated with a firm are a means towards the organisation's competitive advantage (Barney, 2000).

Every organisation should acknowledge that its institution has employees with unique talents and experiences, including superior performance, productivity, flexibility, innovation, and the ability to deliver high levels of personal customer service. The success factor in gaining a sustainable competitive advantage is the effective management of people. It can be argued that an organisation's strategy and related policies, practices and processes should be accordingly aligned to continuous Change Management practices, with a view to striking a balance between individual capabilities and management responsibilities.

The resource-based view advocates for human capital management, talent management, knowledge management, and learning and development. This notion provides justification for investing in people through proper resourcing, talent management, and learning and development programmes, as a means of enhancing competitive advantage.

Guthrie et al. (2004) argue in favour of the resource-based view for organisations to achieve and sustain sustainable competitive success. It is therefore critical that the organisational strategy and performance objectives should have a direct link to the individual and team performances. A disjuncture in the two areas affects performance and invariably competitiveness.

The notion of change comes from both the external and internal environment. The external sources include technological advances, and social, political or economic pressures. The internal environment includes changing client needs, cost related issues or performance related issues. Again, change requires that both the individuals and the organisation affected adopt new mindsets, policies, processes, culture, practices and behaviour and accordingly, a structured approach to helping the organisation with the change. Porter (1980), focused on the external environment as the key determinant of strategies for achieving competitive advantage. The organisation should therefore position its resources in a manner that allows for individual and team capabilities to surface in the best interest of competitiveness.

Pfeffer (1994) also argued that success in a dynamic, hyper-competitive market depends less on the advantages associated with economies of scale, technology, patents, regulation and access to capital; and more on innovation, speed and adaptability. Pfeffer (1994) concluded that the organisation, its employees and how they work is increasingly becoming the determining factor in remaining competitive.

In order to derive value from the SASSA employees, the management introduced the Change Management Programme. For the purpose of our objectives, the Change Management Programme is a structured approach to transitioning individuals and teams from a current state of performance to a desired state of performance. The underlying objective is to bolster

commitment and mindfulness from all, employees in that employees are placed or attached to relevant posts within the organisation. SASSA's slogan for this programme is "*having the right employee, at the right position at the right time, NJALO*" (SASSA, 2015).

The SASSA management remains committed to improving the accessibility of the services on offer to the South African people. Today and tomorrow, the organisation needs employees that have the ability to proficiently move, change and evolve with the organisation. In order to attain this objective, the management has considered intervening in building the requisite competencies amongst all staff members within the organisation. In order to remain relevant to the cause, the organisation need to continuously measure its workforce productivity against the investment made.

Although extending the process to five stages, Judson (1991) still proposes a linear, staged model of implementing a change: (a) analysing and planning the change; (b) communicating the change; (c) gaining acceptance of new behaviours; (d) changing from the status quo to a desired state, and (e) consolidating and institutionalising the new state.

Creasey (2007) developed the ADKAR Model with the following building blocks:
- Awareness – of why the change is needed;
- Desire – to support and participate in the change;
- Knowledge – of how to change;
- Ability – to implement new skills and behaviours; and
- Reinforcement – to sustain the change.

There are some basic factors necessary to the Change Management programme (Creasey, 2007):
- **Planning**: developing and documenting the objectives to be achieved by the change, and the means to achieve it;
- **Defined Governance**: establishing the appropriate organisational structures, roles and responsibilities for the change that engage stakeholders and support the change effort;

- **Committed Leadership**: ongoing commitment at the top and across the organisation to guide organisational behaviour, and lead by example.
- **Informed Stakeholder**: encouraging stakeholder participation and commitment to the change, by employing open and consultative communication approaches to create awareness and understanding of the change throughout the organisation;
- **Aligned Workforce**: identifying the human impacts of the change, and developing plans to align the workforce to support the changing organisation.

2. 7.1 Planning Context

Critical to successful change is good planning. Successfully managing the complexity of change is virtually impossible without a robust plan that is supported by strong project management. According to Creasey (2007), the formal procedure of applying a planning process in preparation for change helps organisations to:

- Take stock of their current position;
- Identify what is to be achieved, and what the future position following the change is expected to be;
- Detail precisely the who, what, when, where, why and how of achieving and implementing the change objectives;
- Assess the impact of the change on the organisation and the people within it, as well as other stakeholders; and
- Ensure alignment with the organisation's business model/strategy.

Fundamentally, planning ensures that organisations are aware of the implications of what they want to do, and are prepared for all reasonable eventualities. It can also be the point at which an assessment is made about whether or not a proposed change should proceed. However, even in situations where change results from a directive and is therefore not subject to testing whether or not it should proceed, planning is still an important way to scope out the likely impacts of the change and the strategies that can be used to accommodate them.

2.8 CHANGE PLANNING PROCESS

According to Cunningham and Kempling (2009), a good change planning process involves:

- Setting a clear vision for the change, which is aligned with the organisation's vision and mission;

- Documenting the case for change; and

- Developing the change plan.

2.8 1 Clear Vision

The starting point and focus of successful change planning is having a clear vision about what the scope and impacts of the future changed state will be. Stakeholders must be clear about their contribution to the desired improvement. If the change vision is not clear or shared, commitment is unlikely, and change efforts will be short-lived, at best, and will likely fizzle out. Further, without a clear vision, change efforts can easily dissolve into a list of confusing tasks, directives and sometimes incompatible projects that can take the organisation in the wrong direction, or nowhere at all. The vision should provide the direction, which ties everything together, showing where individual projects and initiatives fit into the big picture (Cunningham and Kempling, 2009).

The change vision must also align with and be seen to align with the organisation's and the government's overall vision and mission, with the desired culture and values of the change reflecting the vision and mission statements. Articulating a direction and desired behaviours/values sets up a sense of the ideal culture the organisation is striving to achieve with the change. A vision that is misaligned will bring about early resistance and a lack of support for resources and for change. Change Management research indicates that if a proposed change cannot be aligned with the core vision, mission or goals of an organisation, then the collective commitment of organisation members to the change may be difficult to obtain (Kuipers and Higgs, 2000).

2.8.2 Document the Case for Change and Vision

Change initiatives often flounder because not enough strategic thought is given to communicating the rationale and the expected impact of the change.

Kuipers and Higgs (2000) advise that to ensure clarity about the change (and to provide a clearer picture of the magnitude and complexity of what is involved), it should be documented. This includes outlining:

- Why the initiative is being undertaken - What are the business drivers?
- What outcomes and objectives the change is seeking to achieve, and
- How the change will benefit stakeholders, the organisation and the government overall.

A clear and strategic message is needed about how stakeholders will be impacted, and how the future of the organisation will be improved. Importantly, the opportunity for people within the organisation to provide input into the development of this message and to participate in overall planning is a key factor in enlisting their support. The more that the vision has been developed in an explicitly inclusive way, the easier it will be to convince others to support it. Moreover the participation of organisational leaders in the development of the change vision will help determine what is strategically most important to the change effort. Without a shared vision of the change, other competing objectives may take priority, making it more difficult to align day-to-day operations with the change goals (Kuipers and Higgs, 2000).

Successful change projects require a full, realistic understanding of the upcoming challenges and complexities, followed by specific actions to address them. The act of adequately defining and scoping the change ensures more realistic, and therefore more credible, Change Management plans. Any lack of early insight leads to a high risk that complexity will be underestimated or even overlooked.

A significant part of establishing the change vision, outcome and objectives, is to identify and agree on the anticipated organisational support required for the change, e.g. revised business processes/policies, new infrastructure (including technology) or skills requirements. This then provides the foundation for the development of specific actionable strategies to achieve the change. Together, these strategies form the change attest (Kuipers and Higgs, 2000).

2.8.3 Develop Change Plan and Measures

In developing a plan for the organisation, at its most basic level the Change Plan should state:

- The objectives to be achieved by the change;

- The agency's proposed new direction, core business, structure and staffing arrangements to accommodate the change;

- How the change is to be implemented, including how the change will be communicated to the workforce and other stakeholders;

- The resources to be used, and the timelines;

- The relevant human resources principles and policies to be applied, particularly in relation to staffing issues; and

- The means by which performance in the changed environment will be assessed in relation to the stated objectives; i.e. how the organisation will know when it has achieved the desired change (Performance indicators and measures) (Kuipers and Higgs, 2000).

Having established a case for change and an agreed way forward to achieve this future state, progress should be measured to prove at the end of the change process that planned outcomes have been achieved and benefits have been realised. This is true of every project, no matter what its size or nature. It should be noted however, that as the Change Plan is communicated, tested and executed, it needs to be flexible enough to adapt to unforeseen circumstances. All change needs to be navigated and guided – setting the course once and defaulting to automatic pilot will not keep the organisation on course through the uncharted waters of change (Mintzberg, 1994).

2.9 DEFINING GOVERNANCE

Strong governance and associated reporting arrangements need to be established to drive and monitor change.

In change projects, separate roles and/or lines of responsibility for the change are often established, resulting in the normal hierarchy of control being broken or modified. This is particularly the case if the change stretches across many parts of the organisation and specific managers take on the temporary role of providing the formal authority by which changes are

made. Mintzberg (1994) adds that it is important that these arrangements are well understood across the organisation.

Change Management governance involves establishing appropriate roles, responsibilities and a structure within the organisation, to ensure a successful change. While each change process will adopt a governance structure suitable to its specific context and goals, the following represent basic change governance roles that can be used as a model for establishing a change governance structure (Mintzberg, 1994).

Steering Committee: The Steering Committee provides the overall oversight for the change process, setting the direction and providing leadership. It also ensures that the change process remains aligned with the organisation's strategic vision and direction.

Change Sponsor: The Change Sponsor has ultimate responsibility for the change and for building commitment for the change, particularly from leaders across the organisation.

Change Agent: The Change Agent is responsible for managing the overall day to day Change Management process and implementation, including the coordination of any different work streams that may be required (Mintzberg, 1994).

Work Streams: Depending on its complexity, a change initiative may be broken down into work groups or streams, i.e. sets of activities that lead to an outcome, and to which clearly identifiable outputs can be associated

2.10 COMMITTED LEADERSHIP

The role of leadership in any Change Management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. The earlier in the project life cycle an organisation's leaders engage in the change, the more useful they can be at building acceptance of the change by those who are affected by it. Change starts at the top and an organisation's leaders must be the visionaries, champions and role models for change. Whether change comes easily or proves difficult to achieve depends in part on the atmosphere – the organisational culture and climate – that an organisation's leaders create (Kuipers and Higgs, 2000).

2.10.1 Informed Stakeholders

Fundamentally, it is people who make change happen - nothing moves forward without engaged, motivated stakeholders. Stakeholders are the people that are directly involved in and affected by the Change Project. Typically, they are the organisation's workforce or those whose interests may be positively or negatively affected by the change, including other agencies with which the changing organisation partners, namely service providers, vendors, or the public (Kuipers and Higgs, 2000).

An organisation needs to engage its stakeholders, in order to implement changes effectively. To do that, stakeholders need to understand the reasons why the change is happening, and its benefits. They also need to have an opportunity to express their views and contribute their own ideas about how it might be implemented. Even if the change is non-negotiable, cooperation and collaboration to achieve the change is more likely if stakeholders are involved and kept informed. Experience shows that approaching change in an open and consultative manner assists in more effective implementation (Kuipers and Higgs, 2000).

Accordingly, it is important that everyone in the organisation and those interacting with the organisation, both internal and external stakeholders, are kept informed and provided with messages and information that allow them to feel engaged, thus paving the way for involvement and adoption.

2.11 IMPORTANCE OF CHANGE COMMUNICATION

One of the most challenging and demanding aspects of any Change Project is communication. Communication is the key way that people are engaged in the change. Introducing successful change relies heavily on how the participants in the change view it. Poor change communication is a common cause of complaint and change research emphasises that change can be derailed if the communication plan is ineffective (Burnes, 2000). When any kind of change is announced, people are hungry for information. In the absence of sufficient information and opportunities to digest it through two-way 'conversations', change can be stalled. People will continue to work as they have done in the past; or rather than risk doing the 'wrong' thing, they do nothing. Effective communication is designed to create awareness

and understanding in order to get subsequent supportive action. The rationale is that if you want people to change, they need to invest in the changes you are asking them to make, and they are more likely to do that if they understand the benefits of the change (Burnes, 2000). While not everyone has to be deeply committed to the vision for change to succeed, Burnes (2000) states that the majority of stakeholders must accept the need for change and commit to the direction that the organisation is taking with it.

2.11.1 Organisational Needs Assessment

A first step in the workforce planning process is conducting an organisational needs assessment. Through this assessment, organisations can determine the desired workforce size, skills and competencies needed in the future to support the changed environment, and it can determine the staffing required. Burns (2000) cites the following as examples of the types of basic assessment questions that might be required.

After determining the organisation's workforce needs in the changed environment, it is then necessary to determine the competencies of the organisation's current workforce, and identify and address the gaps between future needs and current workforce competencies. Gaps can include the number of resources required or a lack of skills.

There may be a decreased need for some competencies and an increased need for others, or new specialist knowledge and learning may be required. Based on these gaps, the organisation should then, as part of the development of a workforce transition plan, identify workforce strategies to close the gap through recruiting, hiring, deployment, retention, education and training, and other staffing and development initiatives (Burnes, 2000).

2.11.2 Workforce Development

Grazioli (2002) informs that perhaps the most important key to mitigating the gaps between organisational needs and current workforce competencies is workforce development. This may involve:

- Performance management – to reinforce and sustain the change. Performance management assists the organisation to develop workers with skills that align with the

organisation's change goals and to determine employee skills deficits that require development and strengthening;

- Creating individual development plans - identifying a combination of developmental activities to assist affected employees in developing designated competencies and knowledge; and

- Training and education – some organisations implement on-the-job training, mentoring and classroom or computer based training strategies to improve competencies, and encourage professional development by setting aside part of the budget for training.

It is worth bearing in mind that while an essential component of achieving change is appropriately skilled employees; change success depends on employee performance as much as it depends on employee qualification and training. Accordingly, Grazioli (2002) states that to reinforce the change and embed a culture that motivates and sustains the change, it helps to:.

- Develop employee performance plans that align with the change goals;

- Assign quantifiable and measurable objectives for employee performance that support the change; and

- Recognise and reward positive approaches and performance in the change process.

To successfully implement change, organisations need to align the performance of their workforce with the change – that is, people must understand what they need to do, be enabled to do it, and be supported in doing it by appropriate incentives and rewards. Aligning individual and organisational performance management systems drives new behaviour and gradually shifts the organisational culture in support of the change vision.

2.12 MANAGEMENT CHANGE IN THE ORGANISATION FOR ECONOMIC CORPORATION AND DEVELOPMENT GOVERNMENTS

Melchor (2008) argues that the high levels of competition and the demanding nature of the global markets pose a need for constant change. Societies are better informed and in South Africa the situation is aggravated by the Constitutional imperatives, as endorsed in sections 27

and 33 of South African Constitution of 1996. Under these circumstances, change is therefore inevitable (Melchor, 2008).

2.13 THEORETICAL FRAMEWORK ON CHANGE MANAGEMENT

Change can be a time of exciting opportunity for some and a time of loss, disruption or threat for others. How such responses to change are managed can be the difference between surviving and thriving in a work or business environment. Change is an inherent characteristic of any organisation and like it or not, all organisations, whether in the public or private sector, must change to remain relevant. Change can originate from external sources through technological advances, social, political or economic pressures, or it can come from inside the organisation as a management response to a range of issues such as changing client needs, costs or a human resource or performance issue. It can affect one small area or the entire organisation (Melchor, 2008).

Nevertheless, all change whether from internal or external sources, large or small, involves adopting new mind-sets, processes, policies, practices and behaviour. Irrespective of the way the change originates, change management is the process of taking a planned and structured approach to help align an organisation with the change. In its most simple and effective form, change management involves working with an organisation's stakeholder groups to help them understand what the change means for them, helping them make and sustain the transition and working to overcome any challenges involved. Melchor (2008) adds that from a management perspective, it involves the organisational and behavioural adjustments that need to be made to accommodate and sustain change.

There are numerous models and theories about Change Management, and it is a topic subject to more than its fair share of management fads and fashions. Popular approaches include the linear, step by step methods exemplified by Kurt Lewin's (2008) classic three-phase model of change, namely unfreeze, move or change, and refreeze; John Kotter's (2008) popular eight step change model, the McKinsey's (1970) 7-S model, and the ADKAR model. Other approaches such as Rosabeth Moss Kanter's (2000) theories and change theories based on derivatives of the Kübler-Ross's (1998) model focus on the cultural and people aspects of

change. Each approach has its pros and cons, however no one framework is "best" in all situations. Indeed it is not so much the actual model or theory that is important, but more that the approach that is taken is relevant to the circumstances. In fact, the best change approaches appear to use and adapt aspects of various models to suit the culture of the organisation and the context of the change. Fundamentally, the basic goal of all Change Management is to secure buy-in to the change, and to align individual behaviour and skills with the change (Rosabeth Moss Kantar, 2000).

2.13.1 Dynamic conservatism

This model by Donald Schon (1967) explores the inherent nature of organisations to be conservative and protect them from constant change. Schön (1967) recognises the increasing need, due to the increasing pace of change, for this process to become far more flexible; this process being one of 'learning'. Very early on, Schön (1967) recognised the need for what is now termed the 'learning organisation'. These ideas are further expanded on within his frame work of 'reflection-in-action', the mapping of a process by which this constant change could be coped with.

This study will be guided by Kurt Lewin's (1996) Change Management approach. Kurt Lewin emigrated from Germany to America during the 1930's and is recognised as the "founder of social psychology", which highlights his interest in the human aspect of change. In an early model of change he described change as a three-stage process. He called the first stage "unfreezing". It involved overcoming inertia and dismantling the existing "mind-set". Defence mechanisms have to be bypassed. In the second stage, the change occurs. This is typically a period of confusion and transition. People are aware that the old ways are being challenged but do not have a clear picture to replace them with yet. Lewin calls the third stage "refreezing". The new mind-set is crystallizing and people's comfort level is returning to previous levels. Rosch (2002) argues that this often quoted three-stage version of Lewin's approach is an oversimplification, and that his theory was actually more complex and owed more to physics than behavioural science. Later theorists have, however, remained resolute in their interpretation of the force field model.

2.14 CONCLUSION

In conclusion, the literature of Change Management all has a similar objective, which is to change for the betterment of the organisation. The literature proves that the maximum good goes to the maximum benefit of the business and employees only comply, whereas other employees resist change. What seems to be a gap within the literature of Change Management is the lack of recognition of individual interest in relation to that of the business of the organisation. When employees resist changing, it is because they are afraid for their job security, and in most cases change occurs when an organisation is struggling or not making any progress. In this instance, the employer tries a new strategy, and that strategy is to minimise employees in order to save money.

This study provides a deferent argument, which seeks to benefit the employee while maximising the interest of the business. Change Management literature is foreign to South Africa, as most of the literature is from overseas. This study is different from other studies because it speaks directly to change within the South African Social Security Agency (SASSA), and other government agencies can learn something from it.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The previous chapter reviewed the historic background of Change Management and the significance of this study; defined the concepts of Change Management, its implementation and its considered challenges, and ultimately identified the theoretical framework that guided the study. This chapter will focus on the research design, strategy, data collection and analysis, as well as other components of a research study such as sampling, and the roles of validity and reliability. This chapter concludes with a discussion of the study limitations and ethical considerations before presentation of the actual data analysis and findings, which are presented in Chapter Four.

3.2 OBJECTIVES OF THE STUDY

The objectives of the study are:

- To explore the role of Change Management at SASSA;
- To examine the impact of Change Management for future policy makers; and
- To interrogate the challenges and opportunities of Change Management at SASSA.

3.3 KEY RESEARCH QUESTIONS

The study seeks to address the following questions:

- What is the role of Change Management in SASSA?
- What is the impact of Change Management on performance management at SASSA?
- What are the challenges that lead to the change management?

3.4 RESEARCH DESIGN

Webb and Auriacombe (2006), citing Mouton (1996), point out that a research design is a set of guidelines and instructions on how to reach the goal that the researcher has set for the study. Yin (2009, citing Nachmias and Nachmias, 1992) supports this by defining it as a plan that guides an investigator in the collection, analysis, observation and interpretation process. It

is considered to be a consistent model of proof that allows the researcher to draw inferences concerning causal relations among variables under investigation. Research design is a blueprint for research, dealing with at least four problems, such as the questions to study, the relevance of the data, what data to collect and how to analyse the results, according to Philliber, Schwab and Samsloss (1980), in Yin (2009). Rowley (2002) defines research design as the logic that links the data to be collected and the conclusions to be drawn to the initial questions of a study; it ensures coherence. Another way of viewing a research design is to see it as an action plan for getting from the questions to the conclusions. In view of the research problem that revolves around the Change Management process at SASSA, and given the research objectives, hypothesis and question, the study used the mixed-method design to conduct this research, which is in line with the pragmatist worldview.

Goldkuhl (2004) states that pragmatism is concerned with what works under particular circumstances, this worldview involves using the method which appears best suited to the research problem and affords the researcher an opportunity to use techniques from both quantitative and qualitative research designs. Pragmatism is generally regarded as the philosophical partner for the mixed methods approach. It affords a set of assumptions about knowledge and enquiry that underpins the mixed-methods approach, and which differentiates the approach from purely quantitative approaches that are based on a philosophy of post positivism and purely qualitative approaches that are rooted in a philosophy of interpretivism or constructivism (Johnson and Onwuegbuzie, 2004; Maxcy, 2003; Rallis and Rossman, 2003, cited in Denscombe, 2008).

It is worth mentioning that the study has been done previously, but almost all the cases and implementations have been in the private sector rather than the public sector. Research design is meant to move the thinking from broad to detailed and factual analysis, according to Creswell (2009). It is important to note that between the applied and comparative research designs, the most suitable method will be the applied method. This is because the researcher would like not only to solve a specific problem but to develop interventions and a theory.

3.5 MIXED METHOD (QUALITATIVE AND QUANTITATIVE)

Creswell (2009) points out that the mixed-method approach combines or associates both qualitative and quantitative forms. It involves theoretical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. This, according to Creswell and Clark (2007), cited in Creswell (2009), is more than simply collecting and analysing both kinds of data; it also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research. Majam and du Plessis (2010) further point out that in mixed-method research, a qualitative phase and a quantitative phase are encompassed in the overall research study, which is similar to including a quantitative mini-study and a qualitative mini-study in one overall research study.

According to Creswell (2003), mixed-method research provides more comprehensive evidence for studying a research problem than either quantitative or qualitative research alone. Researchers are given permission to use all the data collection tools available, rather than being restricted to the types of data collection typically associated with qualitative or quantitative research (Creswell, 2003, cited in Majam and du Plessis, 2010).This argument is in line with the pragmatic philosophical worldview that underpins the study. Pragmatism, as reported by Creswell (2009), is not committed to any one system of philosophy and reality, and through the pragmatist approach, problem-solving techniques may surface which can help address research problems.

3.6 CASE STUDY RESEARCH STRATEGY

According to Yin (2009), a case study strategy is a case study empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when its boundaries between the phenomenon and context are not clearly evident.

According to Baxter and Jack (2008), a case study is an excellent opportunity to gain tremendous insight into a case. It enables the researcher to gather data from a variety of sources and to converge the data to illuminate the case. For this study, the researcher used the South African Social Security Agency as the case with specified time frames and also used a variety of sources in the collection of data. Multiple sources of evidence included the

Agency's documentation, surveys and the interviews. The main purpose was to ascertain the impact of Change Management in the South African Social Security Agency.

3.7 CASE, SITE AND PARTICIPANT SELECTION

The research problem, hypothesis and the research questions led the researcher to decide on the selection of the case, site and the participants.

3.7.1 Case Selection

The research was conducted at the KwaZulu-Natal SASSA, in the province of KwaZulu-Natal in the Republic of South Africa. SASSA is part of the national department that is mandated to provide social security, in the form of social grants, to people residing in South Africa. SASSA is an overarching case embedded with sub-cases that yield cross-case analysis. Branches or units were sub-cases and the cross-case analysis of quantitative and qualitative data is provided in Chapter Four.

3.7.2 Site Selection

The study focused on multiple sites (four), where employees from each site were likely to have different perceptions of the impact of Change Management on the South African Social Security Agency. The reason for the selection of the sites was on the basis that the researcher would have easier access to the participants, as the researcher is employed by SASSA.

3.7.3 Participant Selection

This study covered officials from SASSA and focused on seven segments of stakeholders (staff levels five, seven, eight, nine, 12 and 13) from four directorates (Corporate Services, Finance, Grants Administration and Executive Support). The intention was to get different perspectives on the impact of Change Management in the South African Social Security Agency, across the ranks and directorates. The levels were paramount to the study, because the management level was the implementer and the staff at the lower levels did not have any input into the decisions taken by the management. The cross-case analysis in Chapter Four centres on levels for qualitative data and on levels and directorates for quantitative data.

3.8 UNITS OF ANALYSIS

This study had several units of analysis.

Table 3.1: Illustration of Units of Analysis.

Branches	Levels/Rank
Corporate Services	5,7,9/10,12,13 &14
Finance	5,7,9/10,12,13 &14
Grants Administration	5,7,9/10,12,13 &14
Executive Support	5,7,9/10,12,13 &14

Levels/Rank:

Level 5: This is the group of officials that are not part of any decision-making process, but are supervised and assessed by level seven officials.

Level 7: These are officials that monitor level five staff, but are supervised by level eight staff.

Level 8: These are officials that monitor level seven, but are supervised by level nines.

Level 9/10: These are managers at the office that monitor and implement policies.

Level 11/12: These are managers at the office that monitor and implement policies.

Level 13: These are senior managers who manage managers and managers supervise all levels

 Level 14: These are decision makers and the implementers of policies.

The researcher selected the above sample population because they constituted the sample best suited to address the research questions and objectives, and the hypothesis.

3.9 SAMPLING POPULATION

For the purpose of the study, it was not feasible to involve all SASSA KwaZulu-Natal employees in the research study; hence a sample from the population was used and it represented all the officials at SASSA. According to Burger and Silima (2006), sampling is categorised into non-probability sampling and probability sampling, each of which is discussed in turn.

For the purposes of this study; of the four main non-probability choices, purposive sampling was utilised to collect the primary data as it was the most relevant to the study. The decision was based on the fact that the researcher was aware that this group would provide information that would directly answer the questions of the study. The researcher therefore actively selected the most productive sample to answer the research questions. Burger and Silima (2006) point out that with purposive or judgmental sampling, the researcher relies on their expert judgment to select units that are representative or typical of the population. This argument concurs with the argument of Schatzman and Strauss (1973, cited in Coyne, 1997), who state that selective sampling is a practical necessity that is shaped by the time that the researcher has available, by their framework, by their developing interests, and by any restrictions placed upon their observations by study hosts. This was relevant to the study as the participants were selected because they were the knowledge holders. Participants were invited to participate, by either agreeing to be interviewed and/or by agreeing to complete the survey questionnaire**.**

Simple Random Sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is meant to be an unbiased representation of a group. In this study, all targeted officials had the opportunity of being included in the study as people were not handpicked; only SASSA could provide the study with the required relevant information that would answer the question raised by the study. The researcher chose the sample that would appropriately respond to the research question and the hypothesis. The selected participants were from different levels at SASSA and were seen as being relevant to the study.

A purposive sample is a non-representative subset of some larger population, and is constructed to serve a very specific need or purpose. A researcher may have a specific group in mind, such as high level business executives. Simple random sampling was used for the quantitative component of this study. Therefore this study used simple random sampling, together with purposive sampling. The choice of the sampling allowed the researcher to work within budget and personnel constraints. In total, 100 individuals participated in this study. With this choice of method, all staff members were given an equal opportunity to be selected.

This method also ensured an equal chance for all staff in the region, in the different branches. A truly representative sample covering all the regions proportionally was also important to give reliable and top quality data.

3.10 DATA COLLECTION

In adherence with the pragmatist paradigm, a mixed-method approach was used in the study, using a sequential exploratory approach in the collection of data. For the purpose of the study, the quantitative approach was used first, and it looked at whether there was a connection between Change Management and service delivery. It also looked at whether this yielded the desired results at the South African Social Security Agency. The second (qualitative) phase in the collection of data looked at the implementation of Change Management, and whether or not it could improve the effectiveness and productivity of service delivery at SASSA. This method would guide the researchers' use of a specific theoretical perspective, as well as the sequential collection of both quantitative and qualitative data. This perspective, according to Creswell (2009), could be based on the ideologies such as critical theory, advocacy, participatory research, or a conceptual (or theoretical) framework. The pragmatist worldview guided this research study. Primary and secondary data were collected.

Joop and Boeije (2005) state that primary data is data that is collected for the specific research problem at hand, using procedures that fit the research problem best. Data collection for the quantitative component was done using the survey questionnaire regarding the implementation of Change Management. In addition, qualitative data collection was done through semi-structured interviews with open ended questions, that allowed the participants to express their thoughts and have their perceptions on the subject heard. The nature of the mixed-method study required the use of multiple sources of evidence. This means that the study utilised various techniques in the collection of data, and then used the data to triangulate the study. Secondary data was collected from SASSA as well as from books, journal articles, law, policy, and other documents. The survey questionnaire, semi-structured interviews and collection of secondary data are further discussed below.

3.11 SURVEY QUESTIONNAIRE

Primary data was gathered using a questionnaire, which is attached as Appendix B1. Questionnaires were administered to all 100 officials at SASSA in KwaZulu-Natal. Questionnaires were sent out to a sample of 100 employees, ranging from level five to level 14, focusing on six segments or levels of officials (5, 7, 10, 12, 13 and 14). SASSA is a public sector organisation and employees comprise an approximate number of 1900 officials, based throughout the province of KwaZulu-Natal. The questionnaire comprised of two parts that were directly related to the research; the first part was a closed question, where one response was required and the second part was semi-structured, where the participants were afforded the opportunity to elaborate on their answers. Annexure B is a copy of the questionnaire used.

The initial procedure was for the researcher to collect the questionnaires from the respondents. Auriacombe (2010) points out that the questionnaire can be a very productive tool if a great effort is made to make it clear and concise. The author explains that the more complex the questions and instructions, the greater the demands on the time and effort required of both the researcher and participants (Auriacombe, 2010). Leedy and Ormrod (2001) argue that respondents tend to view questionnaires as an assurance of confidentiality and may, therefore, be more truthful in their responses to the questions contained in the questionnaire than in an interview. A questionnaire further allows respondents time to consider their answers to the questions in the questionnaire, although the researcher may not have the opportunity to clarify confusing questions and instructions which may distort participants' responses (Brynard and Hanekom, 1997).

The questionnaire was divided into the following sections:

Section A: This was about the information of the participants. This information is crucial to determining the level of experience at SASSA.

Section B: This included the closed statement about the Change Management process.

The questionnaire also included a set of open-ended questions wherein participants were expected to express their views and further propose recommendations for improvement.

3.12 INTERVIEWS

According to Yin (2009), interviews are one of the most important sources of case study information. The author regards interviews as guided conversations rather than structured queries. However, Yin (2009) points out that a case study requires the researcher to operate on two levels at the same time: satisfying the needs of the line of inquiry while simultaneously posing "friendly" and "non-threatening" questions in the open-ended interviews.

Adding to the survey questionnaire, the researcher utilised semi-structured interviews as another way of collecting data. The interview questions are attached as an annexure B. Structured interviews also focused on the same six segments of officials. Interviews were carried out in September 2015 and each lasted between ten and fifteen minutes. In total 20, participants were interviewed. Interviews were tape recorded and the researcher categorised the data, worked on data reduction and extracted themes in order to later interpret the data, as shown on the matrices in Chapter Four, along with narrative interpretation. The tape recording was later transcribed, with assistance from a professional transcriber. The use of the tape recorder and professionally transcribed transcripts allowed the researcher further distance from the research topic and the participants, as the researcher is employed by SASSA. In adherence to ethical matters, the researcher assured the interviewees of confidentiality and anonymity.

3.13 Validity and Reliability

Joppe (2000) points out that validity determines whether the research truly measures that which it was intended to measure or looks at the truthfulness of the truth. Kothari (2004) concurs by pointing out that validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Kothari (2004) further states that validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested. To enhance validity in this study, univariate logistic regression was used because of the categorical nature of the data that was collected in the study.

According to Kothari (2004), the test of reliability is another imperative test of sound measurement and points out that an instrument is considered reliable only if it yields consistent results. Kothari (2004) argues that a reliable measuring instrument contributes to validity, but that a reliable instrument need not be a valid instrument. To ensure accuracy of the results test, the researcher used the chi squared analysis and logistic regression because of the categorical nature the data that was collected in the study.

3.14 DATA ANALYSIS

Data analysis is the careful examination of raw data, the reasoning being to understand and draw conclusions about the information (Rubin, 2008). According to Creswell (2009), data analysis is a process, where sense is made of texts and images. As this research study used a mixed method research approach, data analysis comprised both a qualitative and quantitative analysis of the data.

Systematic as well as stratified methods were be used. The stratified method would enable the researcher to cover all four of the branches/units that constitute SASSA in KwaZulu-Natal entirely. This meant dealing with groups but selecting them systematically. A stratified method would help as the researcher would need to divide all four of the branches/units proportionally and then do systematic sampling for each branch/unit. These methods would enable analysis of the qualitative data, to postulate the content and test the theoretical issues that would enhance the understanding of the data (Elo and Kyngas, 2008). Quantitative analysis would play an important in testing the understanding of the two variables, namely Change Management and effective service delivery. A survey questionnaire was used as a measuring tool.

3.15 ETHICAL CONSIDERATIONS

Human dignity in this research was to be held high. According to Punch (2006, cited in Schurink, 2010) concern is growing regarding ethical issues in research. Proper conduct is always a must, despite any ethical dilemmas that the researcher may face when conducting research. The researcher would need to conduct an ethical research which was intellectually coherent and had a compelling argument.

Participants would be respected and would only participate based on their knowledge of the study. Privacy and confidentiality of all respondents was to be respected. Anonymity, if requested, would be respected. Request for permission to conduct this research would be sent to SASSA prior to the study being conducted. Participants would first sign a Consent form before they participated. The researcher would also ensure that the rights of the participants were not infringed upon.

3.16 LIMITATIONS OF THE STUDY

The first problem was the vastness of the Province, and to cover all the branches/units could be a serious challenge. The mixed method approach needed a thorough researcher, and also time and patience. The participants' understanding of what is actually meant by Change Management in the public sector might be contradictory to the job description and policy.

3.17 CONCLUSION

Change Management might be a term used mostly in the private sector and has yielded good results and stunning innovations, but it is high time that the public sector embraces this concept for the betterment of government departments and entities. It will also support responsibility and accountability in whatever is done or introduced in different departments. Staff members will be kept interested in what they do as they will be rotated more often, if and when they want to be. SASSA would in turn be the employer of choice, and productivity will increase immensely as then the 3Es (economy, efficiency and effectiveness) will be achieved, thus ensuring better service delivery for all South Africans.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1   INTRODUCTION

This chapter is going to base its evidence from the responses or the findings that were collected using the primary data collection tool (surveys) and the interviews. This chapter is going to present the analysis, interpretation and discussion of the findings about the data collected for the study, regarding the impact of Change Management at the South African Social Security Agency. This chapter further outlines the research method used for data collection and aligns the research objectives, research questions and the hypothesis with what previous authors have said about the impact of Change Management.

This section further provides a summary of the responses and key issues with respect to the hypothesis and the objectives of the study. The analysis will follow the sequential approach, as previously outlined; that the aim of the qualitative approach is to interpret the result of the quantitative part of the research. The qualitative approach addresses explanations and provides the researcher with an insight into many issues with regards to the Change Management process at SASSA.   A total of 100 questionnaires were handed out to the potential participants, and a total of 70 participants responded. This chapter will also give a brief overview of SASSA.

4.2 THE CASE OF THE SOUTH AFRICAN SOCIAL SECURITY AGENCY

The South African Social Security Agency (SASSA) is a national agency of the South African government created in April 2005. SASSA was created to administer the application, approval and payment of social grants in South Africa. It was also designed to re-allocate the function of social security from South Africa's provinces to the national sphere of government, and reports to the Ministry of Social Development. SASSA is a Section 3A public entity, the institution responsible for ensuring that government pays the right grant, to the right person, at a location which is most convenient to that person.

Previously, all nine provincial governments were responsible for the administration of social grants, but this created serious social delivery challenges, especially regarding the delay in the approval and payment of grants, possible fraud and corruption in the system, inconvenient pay-points facilities and huge administration costs in delivering social grants.

Adoption of the South African Social Security Agency Act, No 9 of 2004 (RSA, 2004) and, the amendment to the Social Assistance Act, No 13 of 2004, (RSA, 2004a) by National Parliament, paved the way for a more professional and focused service delivery to the social grant beneficiaries.

4.2.1 Social Assistance Act, No 13 of 2004

The Social Assistance Act, No 13 of 2004 provides a national legislative framework for the provision of different types of social grants, social relief of distress, and delivery of social assistance grants by a national Agency, together with the establishment of an Inspectorate for Social Security.

4.2.2 South African Social Security Agency Act, No 9 of 2004

The South African Social Security Agency Act, No 9 of 2004 provides for the establishment of the South African Social Security Agency as a Schedule 3A public entity, in terms of the Public Finance Management Act of 2003. The principle aim of the Act is to make provision for the effective management, administration and payment of social assistance and service through the establishment of the South African Social Security Agency. The President signed the Act on 28 May 2004

Figure 4.1: Organogram of SASSA, KZN.
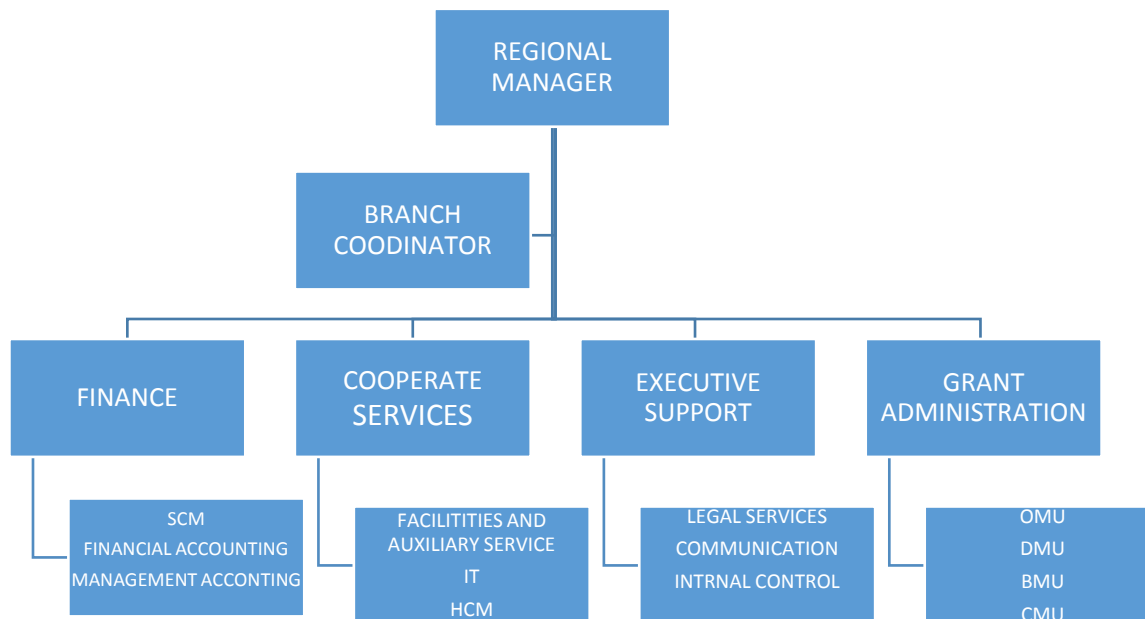
4.3 DATA ANALYSIS

The study used a mixed method of data collection; therefore this study used different approaches to data analysis. On the qualitative aspect of the study, the researcher used the content and matrix analyses. All the interviews that were conducted were recorded in order to make sure that participants were narrated correctly. The recordings were transcribed by a professional transcriber. The researcher separated the responses from the participants, aligning them with the research objectives, research questions and the theoretical framework using a matrix, and the data was coded. Any themes that arose from the study were explained and shown respectively on the matrix. Any similarities that emerged were identified, colour coded and categorised.

To meet the objectives, statements and questions were selected and the matrix was populated. The researcher further identified the statements from the questionnaires and the interview questions that responded to the research objectives. This will be reflected below in the analysis.

Table 4.1: Alignment of Survey Instrument and Interview Questions with Research Objectives.

Objectives	Survey Instrument Statements	Interviews Questions
To explore the role of Change Management at SASSA	Is Change Management necessary at SASSA?	What is the impact of Change Management on performance management of SASSA employees?
To interrogate challenges and opportunities of Change Management	Did the new management change issues at SASSA?	What is the impact of Change Management on performance management of SASSA employees?
To examine the impact of Change Management for future policy makers	Was there an impact at SASSA after changing management?	What are the challenges that lead to Change of Management? Do you think Change Management can be the solution to problems facing SASSA employees? If yes, how, and if no, why?

4.3.1 Presentation and Analysis of Quantitative Data

The Chi square test was performed to test for statistical significance of the relationship between the column variables. The null hypothesis states that there is no relationship. The alternate hypothesis indicates that there is a relationship. The following hypotheses were made regarding this research study. The study will start by presenting the results of the quantitative design, in order to determine if there is a relationship between the variables.

4.3.1.1 Hypothesis of the Study In the table below is the hypothesis of the study and the research statement that was extracted, as it responded to the hypothesis. The intention of the extraction was to investigate whether Change Management can be a solution to SASSA's underperformance, and if it can create a bigger impact.

Table 4.2: Alignment of Hypothesis of the Study and the Research Statement.

Hypothesis	Survey questionnaire instrument
Change Management is the major tool for productive and effective service delivery at SASSA and it can also create a bigger impact.	Did the new management change issues at SASSA?

4.4 RESULTS FOR THE QUANTITATIVE DATA COLLECTED

4.4.1 Description of Study Population

A total of 70 SASSA employees from KwaZulu-Natal province participated in the study, of which three (4.3%) were general managers, 10 (14.3%) were senior managers, and 31(44.3%) were level five employees, as shown in Table 4.3. Most of the respondents (36, 52.9%) were from the Grants Directorate.

Table 4.3: Description of Study Participants.

Characteristic	Number of Participants	Percentage (%)
Designation		
General manager	3	4.3
Senior manager	10	14.3
Manager	4	5.7
Assistant manager	12	17.1
Level 8	2	2.9
Level 7	8	11.4
Level 5	31	44.3
Directorate		
Grants	36	52,9

4.4.2 Exploring the role of Change Management at SASSA

A total of 43 (61.4%) respondents totally agreed or agreed that change management as necessary at SASSA, as depicted in **Figure 4.1**.

Figure 4.2: Is Change of Management Necessary at SASSA
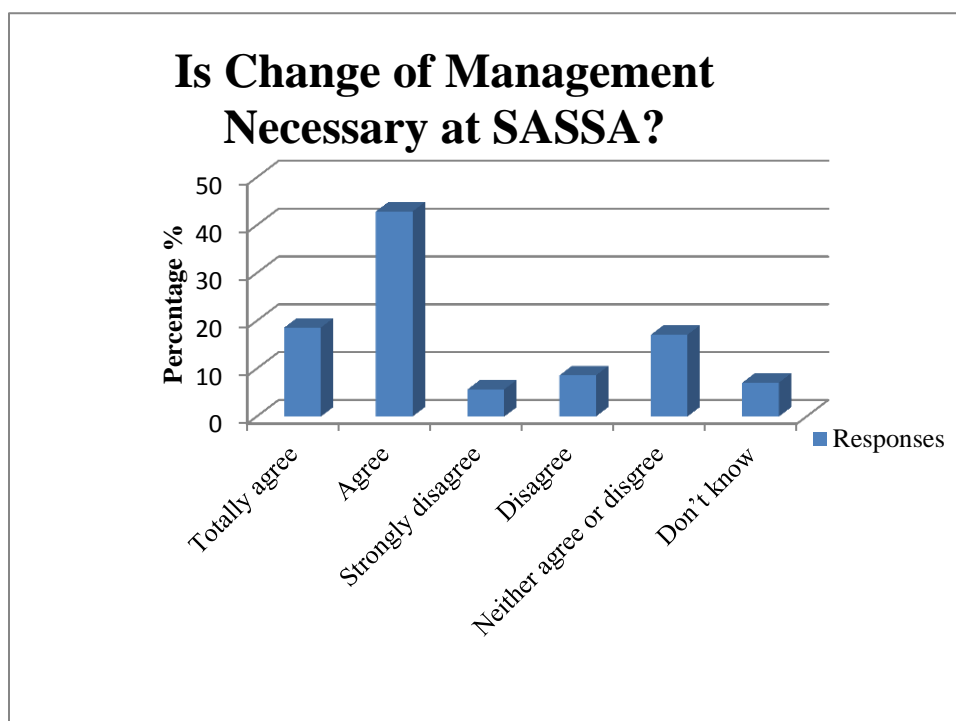
Seventy percent (70%) of the managers and level 7 respondents held the view that a change of management was the solution at SASSA, as shown in Figure 4.2.

Figure 4.3: Distribution of Responses to the Question "Is Change of Management Necessary at SASSA?" stratified by level
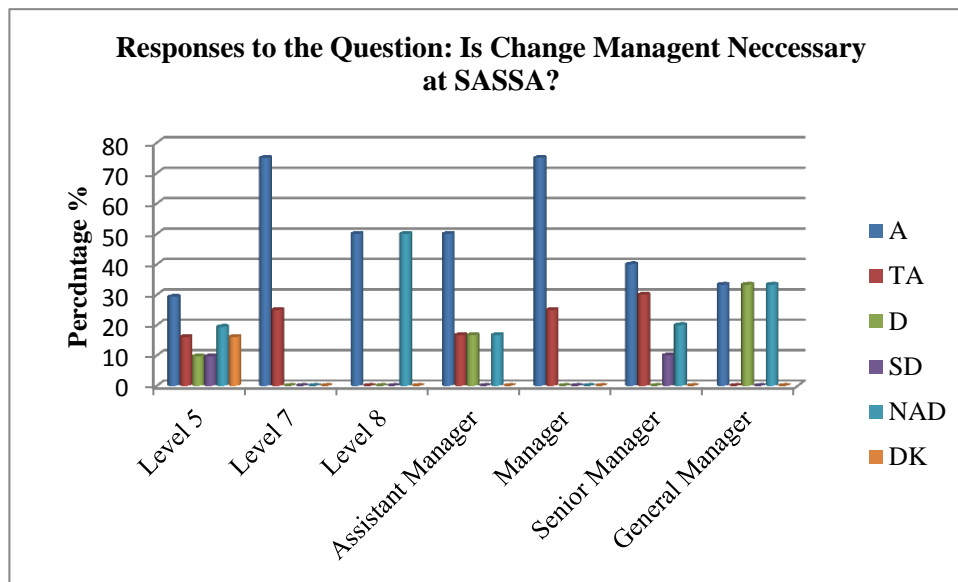
Most study participants 60.3% (n=48) expressed negative sentiment (i.e. strongly disagreed, disagreed, neither agreed or disagreed or did not know) to the question "was change properly implemented at SASSA" as shown in Table 4.4. Over a third (35.3) of the study participants either totally agreed or agreed that Change Management worked for SASSA as depicted in Table 4.4.

Table 4.4 Responses to Selected Questions on Communication to Employees at SASSA.

Characteristic, n (%)	TA	A	SD	D	NAD	DK
Change properly implemented	3(4.4)	17(25)	3(4.4)	14(20.6)	18(20.6)	13(19.1)
Employees aware of change	8(11.6)	18(26.1)	5(7.3)	12(17.4)	13 (18.4)	13(18.4)
Implementation process clear	9(12.9)	20(28.6)	3(4.3)	18(25.7)	9(12.9)	11(15.7)
Change worked for SASSA	5(7.4)	19(27.9)	5(7.4)	6(8.8)	23(33.8)	10(14.7)

Key: TA=Totally agree, A=Agree, SD=Strongly disagree, D=Disagree, NAD=Neither agree or disagree, DK=Don't know

When exploring the role of Change Management at SASSA, the results from the participants were positive and motivated by their buy-in to the Change Management policy. Prosci (2015) argues that the results and outcomes of workplace changes are intrinsically and inextricably tied to individual employees doing their jobs differently. A perfectly designed process that no one follows produces no improvement in performance. A perfectly designed technology that no one uses creates no additional value to the organisation. Perfectly defined job roles that are not fulfilled by employees deliver no sustained results. Whether in the workplace, in the community or in government, the connection between a quality solution and benefit realisation is individuals embracing and adopting the change. Change Management enables employees to adopt a change so that business objectives are realised. It is the bridge between solutions and results, and it is fundamentally about people, and our collective role of transforming change into successful outcomes for our organisations. What Prosci (2015) is arguing about is the same as the issues that Change Management at SASSA wants to achieve.

SASSA is facing issues of a lack of service delivery: The systems of service provision that developed under DPTRW were less public-focused and more concerned with the application of rules and procedures than with the development of a culture and ethos of service. Centralised control and top-down management: Because the public service was strongly oriented towards control, it became highly authoritarian, centralised and rule-bound in its operation. Operational efficiency was compromised. Lack of accountability and transparency: Accountability within the service was only limited to bureaucratic accountability. Employees were held accountable for adherence to rules and procedures rather than for efficiency, effectiveness and productivity. Wider accountability of the service to the public was even less

evident. Absence of effective management information: No fully deployed management information systems were installed to promote information sharing and efficient monitoring and revision of public sector programmes. One important consequence of this was that there were few reliable statistics on the staffing and composition of employees. Low productivity: Productivity was relatively low, particularly if judged in terms of the ability to deliver services that meet the needs of the people and the set targets. Low productivity results in part from the shortage of appropriate education and training opportunities for the majority of staff. In this case, it also resulted from a disproportionate number of staff members involved in essentially duplicative administrative functions, whereas serious understaffing frequently occurred at the level of essential service provision.

Seventy percent (70%) of the managers and level 7 respondents held the view that change of management was the solution to all problems facing SASSA, issues of underperformance and high level of fraud. Since Change Management came into practice there have been positive results in terms of performance management.

4.5 EXAMINING THE IMPACT OF CHANGE MANAGEMENT FOR FUTURE POLICY MAKERS

Forty two (58%) of the study respondents either totally agreed or agreed that Change Management had a positive impact on the management of SASSA employees, as shown in **Figure 4.3**. Less than 5% of the study respondents indicated that there was no positive impact on performance after Change Management was affected at SASSA.

Figure 4.4: Distribution of Responses to the Question "Was There an Impact at SASSA after Changing Management"
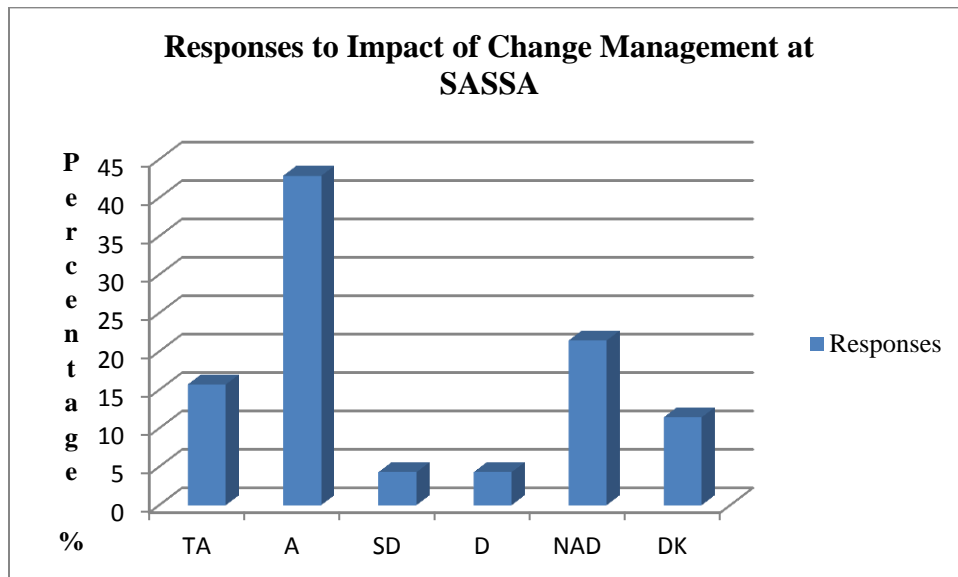
Seventy five percent (75%; 3) of the general managers and 66% of senior managers ere of the opinion that change management SASSA had a positive impact on the performance of SASSA employees (Figure 4.4). Seventy percent (70%) of level 7 study participants either strongly agreed or agreed that Change management at SASSA had a positive impact on the performance of SASSA employees (Figure 4.4).

Figure 4.5: Distribution of Responses to the Question "Was There an Impact at SASSA after Changing Management?", stratified by level.

Responses to whether Change in Management had a Positive Impact on SASSA.
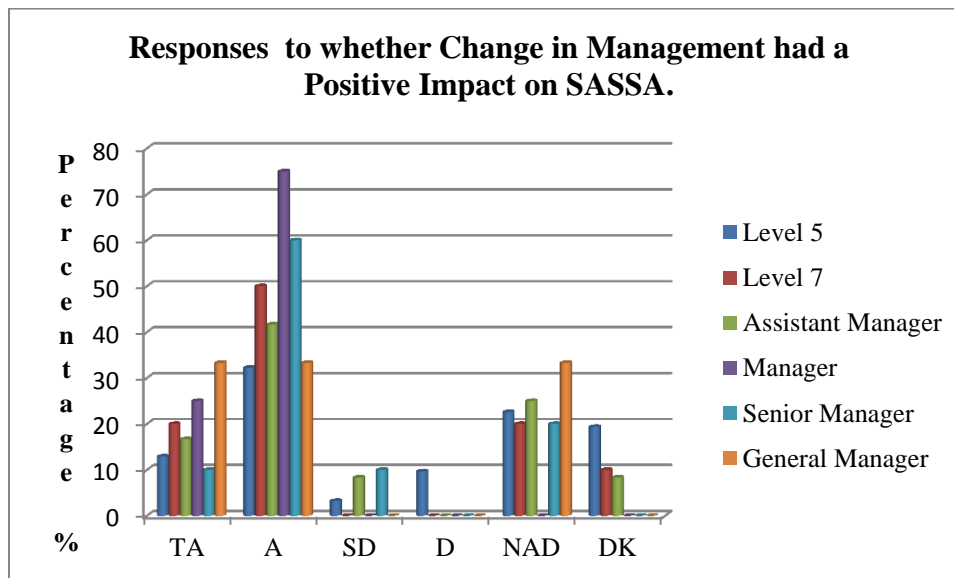
Joseph (2014) argues that there are positive impacts that are brought about by Change Management. He argues that change can help a business or agency to stay current with industry trends, which can make it more attractive to potential customers, as well as help maintain current customers.

New Opportunities

The ability to embrace change can help employees in a business by creating new opportunities. A worker who enthusiastically applies themselves to learning the new office computer system can also train others who are more hesitant. By assuming this leadership role, the employee may position themselves as someone who is capable of assuming additional responsibilities, making them a possible candidate for future promotion. For SASSA employees, Change Management has had positive impact since its implementation and it has opened opportunities for employees to work in their field of study. Thus could enhance them with experience and it is likely that employees will perform over and above what is expected of them.

Encouraging Innovation

Businesses that are adept at handling or even embracing change can foster an environment that encourages innovation. Employees who feel that their ideas will be considered by a manager or business owner may be more willing to think creatively, which can help a business grow. One good product or marketing idea can make a big difference in the success of a small business.

Increased Efficiency

Change can increase the efficiency of work processes, which can make for more satisfied customers as well as employees. A new delivery process can increase the speed in which a customer receives merchandise. Switching to a computerised payroll process may mean that a salesperson is paid his commissions sooner. A new piece of machinery can aid a worker in speeding up a portion of the production process in a factory.

Improved Attitudes

A philosophical or personnel change in an organisation can have a positive effect on employee attitudes and morale. A change in human resources philosophy that allows for a more relaxed work environment, such as implementing a casual dress code, may be welcomed by employees. When a close-minded manager is replaced with one who is open to new ideas, employees may feel that they have more input regarding their job functions.

Over 45% (n=42) of study respondents agreed that a change of management SASSA resulted in changes in the organisation whilst only 4.29% (n=3) strongly disagreed.

Figure 4.6: Distribution of Responses to the Question "Did the New Management Change Issues at SASSA"?

Did a Change in Management Effect Changes at SASSA
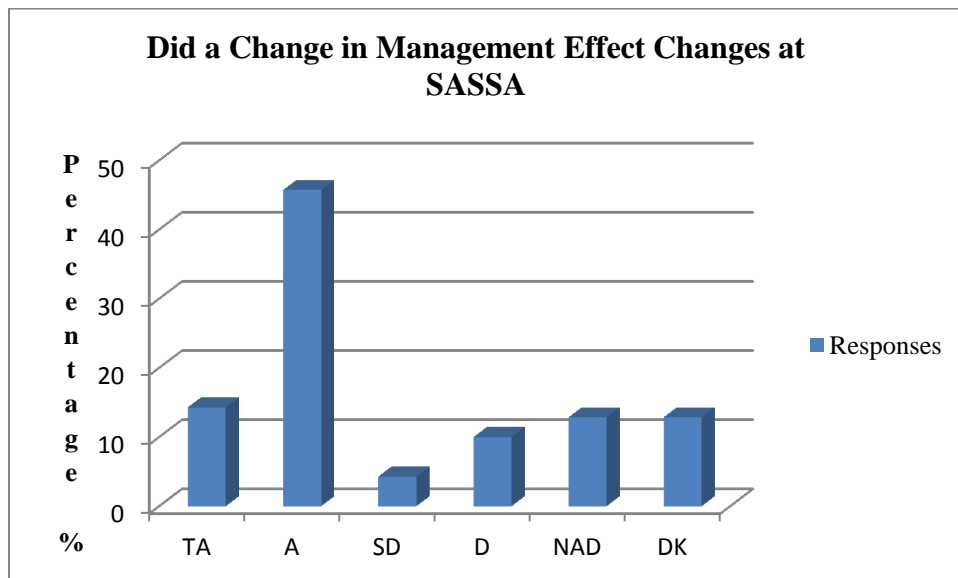
Seventy percent (n=7) of level 7 and senior managers (n=7) and 75 % (n=3) of managers (as shown in Figure 4.6) agreed that the new management at SASSA has made changes to the organisation, whilst one senior manager strongly disagreed with this view.

Figure 4.7: Distribution of Responses to the Question "Has New Management at SASSA Introduced Changes?
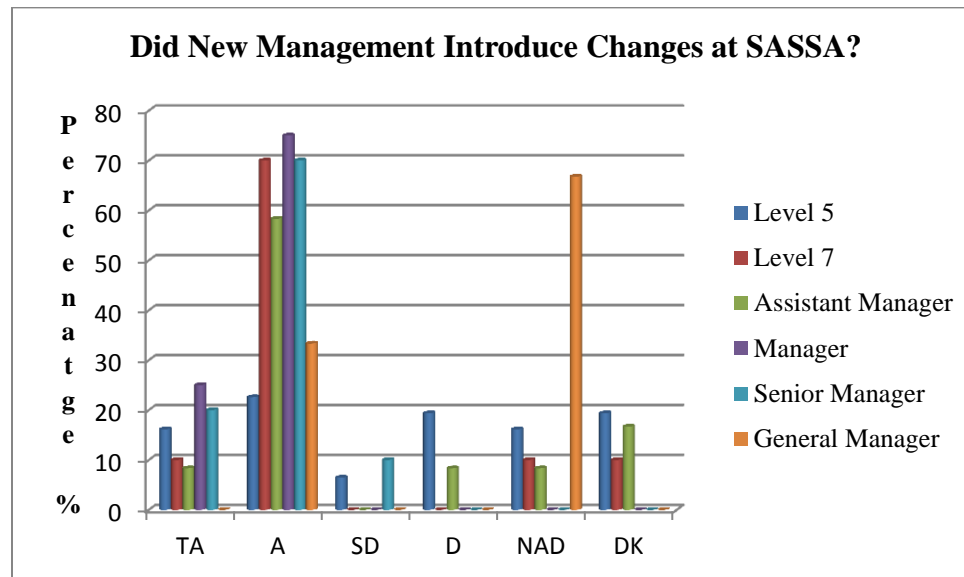
4.6 INTERROGATING CHALLENGES AND OPPORTUNITIES OF CHANGE MANAGEMENT AT SASSA

Almost an equal percentage of study participants totally agreed 7.14% (n=5) or agreed (27.14%, n=19), as opposed to those who strongly disagreed 12.86 % (n=9) or disagreed 18.57% (n=13) that they were consulted before change was implemented, as shown in Table 4.6 An overwhelming 74% of study participants indicated that an employee's qualification should be used as the criteria for placing individuals.

Table 4.5 Responses to Selected Questions Regarding Consultation at SASSA.

Characteristic (n, %)	TA	A	SD	D	NAD	DK
Employees consulted	5 (7.14)	19(27.14)	9(12.86)	13(18.57)	11(15.71)	13(18.57)
Change positive on employees	18(26.09)	36(52.17)	2(2.90)	2(2.90)	6 (8.70)	5(7.25)
Employees aware of change	6(8.57)	18(25.71)	4(5.71)	14(20.0)	17(24.29)	11(15.71)
Experience more important	11(15.94)	24(34.78)	9(13.04)	9(13.04)	16(20.0)	0(0.00)
Use qualification for placement	25(35.71)	27(38.58)	2(2.87)	5(7.14)	10(14.29)	1(1.43)

Key: TA=Totally agree, A=Agree, SD=Strongly disagree, D=Disagree, NAD=Neither agree

or disagree,

About 71 % and 90% of level 5 study participants either totally agreed or agreed that qualifications should be used to place employees in the organisation, as shown in Figure 4.7.

Figure 4.8: Distribution of Responses to the Question "Should Qualifications be Used to Place Officials"?
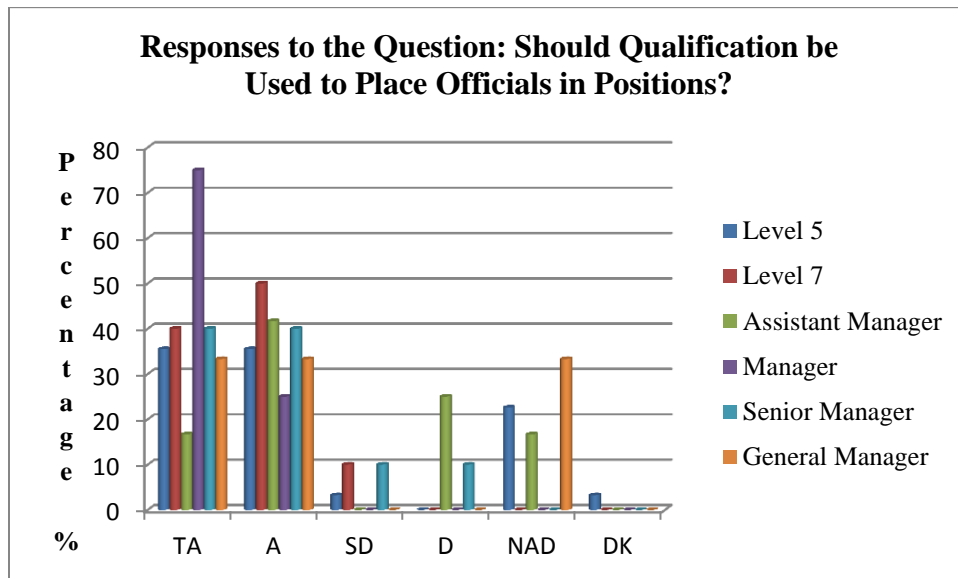
4.7 INVESTING ASOCIATIONS BETWEEN CHANGE IN MANAGEMENT AND ITS IMPACT ON SASSA'S PERFORMANCE IN KWAZULU-NATAL, USING UNI-VARIATE LOGISTIC REGRESSION

Those study participants who held the view that a change in management was the solution at SASSA were 5.82 times (observation was statistically significant as the P-value was 0.001) more likely to have agreed that this change had a positive impact on the management of employees, compared to those who disagreed, as shown in Table 4.6 Study participants who agreed that a change in management was a solution at SASSA were 61.1 times more likely to have agreed that change of management was a solution at SASSA, and this observation was statistically significant as the P-value was 0.000, as depicted in Table 4.6

Table 4.6 impact of Changing Management at SASSA KZN, Using Uni-Variate Logistic Regression.

Characteristic	Odds ratio	CI	P-Value
Change of management produced an impact on SASSA			
Disagree (Reference)	1		
Agree	5.82	0.3-16.68	0.001
SASSA KZN underperforming			
Disagree (Reference)	1		
Agree	3.47	0.88-13.57	0.071
Lack of management to blame for underperformance			
Disagree (Reference)	1		
Agree	3.08	0.90-10.87	0.074
Change properly implemented			
Disagree (Reference)	1		
Agree	5.67	1.47-21.89	0.012*
All SASSA employees aware of Change Management			
Disagree (Reference)	1		
Agree	1.36	0.50-3.73	0.551
Implementation process was clearly outlined			
Disagree (Reference)	1		
Agree	2.27	0.82-6.29	0.116
Change Management worked for SASSA			
Disagree (Reference)	1		

Agree	7.67	2.00-29.47	0.003*
Employees consulted			
Disagree (Reference)	1		
Agree	5.00	1.48-16.92	0.010*
It's necessary to change management at SASSA			
Disagree (Reference)	1		
Agree	61.1	7.29-512.3	0.000*
Changes made by new management			
Disagree (Reference)	1		
Agree	6.6	2.27-19.20	0.010*
Efficient change produces effective employees			
Disagree (Reference)	1		
Agree	6.4	1.81-23.60	0.004*
Employees aware of change			
Disagree (Reference)			
Agree	1		
Experience more important that qualification	1.4	0.50-3.94	0.516
Disagree (Reference)			
Agree	1		
Education should be used to place employees	1.3	0.51-3.56	0.555
Disagree (Reference)			
Agree	1		

| | 2.6 | 0.86-7.70 | 0.091 |

CI: denotes Confidence interval at 95%, *P-value of 0.05 or less meant the variable under investigation was statistically significant

4.8 INVESTING SSOCIATIONS BETWEEN CHANGE MANAGEMENT AND ITS IMPACT ON SASSA'S PERFORMANCE IN KWAZULU-NATAL USING UNI-VARIATE LOGISTIC REGRESSION AND MULTIVARIATE LOGISTIC REGRESSION

After adjusting for other variables and confounders, no statistically significant association was established between changing the management and producing a positive impact on employee management at SASSA. However there was a statistically significant relationship between those who agreed that change of management was a solution at SASSA and that management change was necessary as shown in Table 4.9

Table 4.7 Impact of Changing Management at SASSA KZN Using Multi-Variate Logistic Regression.

Characteristic	Odds ratio	CI	P-Value
Change of management produced positive impact on SASSA			
Disagree (Reference)	1		
Agree	1.42	0.30-6.72	0.653
Change properly implemented			
Disagree (Reference)	1		
Agree	1.82	0.31-10.71	0.503
Change management worked for SASSA			
Disagree (Reference)	1		
Agree	1.65	0.27-9.85	0.580

57

Employees consulted			
Disagree (Reference)	1		
Agree	1.26	0.20-7.77	0.805
Changes made by new management			
Disagree (Reference)	1		
Agree	1.96	0.33-11.47	0.450
Efficient change produces effective employees			
Disagree (Reference)	1		
Agree	2.02	0.34-11.8	0.436
Change of management was necessary at SASSA			
Disagree (Reference)	1		
Agree	26.60	2.72-260.11	0.005*

*CI: denotes Confidence interval at 95%, *P-value of 0.05 or less meant the variable under investigation was statistically significant.*

4.9 DISCUSSION

This study sought to provide answers for three questions, namely:

- What is the impact of a change of management at SASSA KZN? and
- What are the challenges and opportunities of changing management?
- What are the challenges that lead to change of management?

Most study participants were of the opinion that a change in management produced a positive impact on the management of staff at SASSA. This observation was in agreement with other studies. Authors like Frost (2015) argue that failing to communicate with all employees invites rumours and fear into the workplace, particularly if you're facing major changes, such as downsizing or a merger. Employees want to know what's going on, whether it is positive or negative news. The feeling of uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision. It is important to keep employees updated regularly about the plans and progress towards the change implementation. This includes the involvement of all employees as much as possible, through meetings or brainstorming sessions to help during the planning phase. One of the major themes that arose from the study was based on a lack of communication on the implementation of the Change Management policy. The participants argued that if implementation was properly done and transparent to everyone, then Change Management would create a bigger impact in uplifting the SASSA KwaZulu-Natal service standard Therefore when management is changed positive impact is produced in an organisation.

4.10 PRESENTATION AND ANALYSIS OF QUALITATIVE DATA

Qualitative

The population size for qualitative data collection was 20 participants, four participants for each unit respectively (Grant Administration, Executive Support, and Finance and Cooperate Service). Staffing levels comprised of one senior manager, one manager, one assistant manager, one supervisor and one level five employee for each unit. The coding used on the table below, for example G 13, stands for Grant level 13. The total number of SASSA employees who participated on the study was 20 employees. They were six staffing levels,

five of which had staff who participated in the study, and four were assistant managers (G10, E 10, F 10, and C 10). All managers targeted participated: G 12, E 12, F 12, C 12, and two senior managers participated in the study E 13, G13 and C 13 See Table 4.8 below.

Category	Grant Administration	Executive Support	Finance	Cooperate Services	Total Number
Senior managers	1 G 13	1 E 13	1 F 13	1 C 13	4
Managers	1 G 12	1 E 12	1 F 12	1 C 12	4
Assistant Managers	1 G 10	1 E 10	1 F 10	1 C 10	4
Supervisor	1 G7	1 E 7	1 F 7	1 C 7	4
Level 5	1 G 5	1 E 5	1 F 5	1 C 5	4

Population sample table

Descriptions of Qualitative participants

Figure 4.9
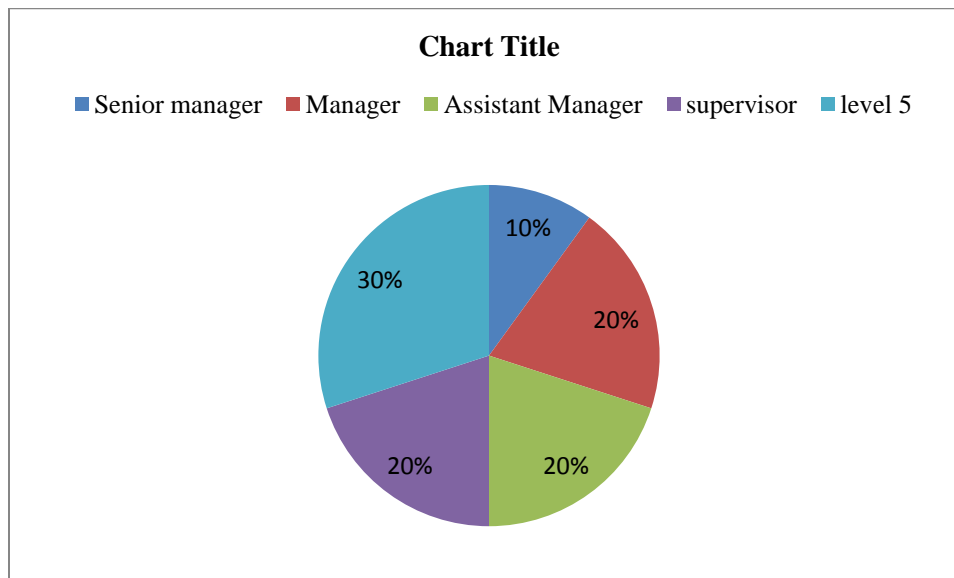
It is very important in the analysis to first align the interview questions with the objectives and that will give the researcher accurate answers that will respond directly to the research objectives. The table below shows the objectives of the study and the interview questions that respond to the objective. In answering the research objectives, there are certain themes that emerged from the analysis. These will be discussed later on this chapter.

Table 4.9 below shows the research objectives aligned with interview questions.

Objectives	Interview Questions
To examine the impact of Change Management for future policy makers	What is the impact of Change Management on performance management of SASSA employees?
To explore the role of Change Management at SASSA	Do you think employees must be placed in positions in line with their qualification, or placed in terms of experience?
To interrogate challenges and opportunities of Change Management	What are the challenges that lead to a change of management? Do you think Change Management can be the solution to problems facing SASSA employees? If yes, how and if not, why?

4.11 EXAMINING THE IMPACT OF CHANGE MANAGEMENT

There are themes that have emerged from the answers provided by the participants, regarding the impact of Change Management on performance management of SASSA employees. The **Table 4.10** shows those themes respectively.

Themes	Collective Explanations
Training of employees on the policy	Employees need to be trained properly so that they understand what Change Management is
Underperformance of employees	Most of SASSA employees are misplaced, therefore they underperform because of a lack of job satisfaction:
Importance of qualification rather than experience.	Everyone must be placed in line with their qualifications:

The data from the interviews also gives insight into the impact of Change Management, judging by the different themes that emerged from the analysis. The figure 4.10 below illustrates the answers of the participants and the themes that come from it.

Figure 4.10
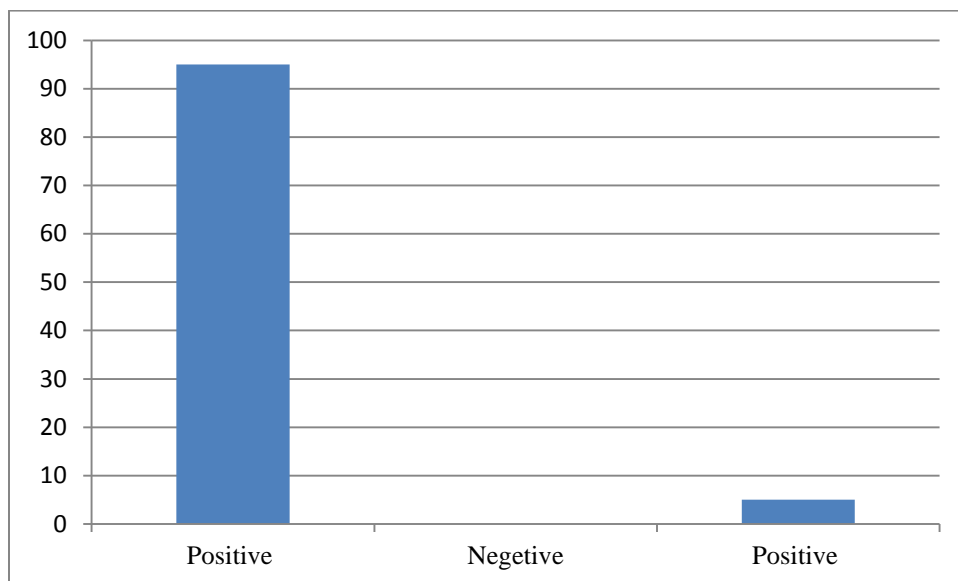
The graph above shows that there are positive impacts of Change Management, both for the employer and the employee. For the employee, it has a positive impact on job satisfaction. That means that the employee will work in the field where they are qualified and do the job they like, not just work for the sake of having a job. Participants argued that according to E 7:

"for me I see positive impact, because for someone who is in local office who has a qualification of HR and has been there for more than five years doesn't get experience specifically at HR; whereas through change management it can enhance that individual with experience and be able to even apply to other departments and other companies with experience he has gained. Therefore it has positive impact towards a career of individual".

On the other hand, it also has a positive impact on the employer as employees will perform better and the employer will get a high standard of service; thus Change Management is a win-win situation. Seemingly, the majority of participants pointed to a positive impact, whereas there was no participant that pointed to any negative impacts of Change Management. Only 1% of the participants didn't know, see the table above. There was only one participant of the twenty that participated in the study who didn't know whether there would be an impact of Change Management on performance management. The reason for this participant's lack of knowledge was that they had not yet joined SASSA by the time that the policy of Change Management was introduced.

Barney (1995) argues that every organisation should acknowledge that its institution has employees with unique talents and experiences, including superior performance, productivity, flexibility, innovation, and the ability to deliver high levels of personal customer service. The success factor in gaining a sustainable competitive advantage is the effective management of people. In this argument, the organisation's strategy and related policies, practices and processes should accordingly be aligned to continuous Change Management practices, with a view to strike a balance between individual capabilities and management responsibilities (Barney, 1995). SASSA is one of the government institutions that have a moral obligation to deliver the highest standard of service to its clients, especially to those who are worse off in society. When referring to people who are worse off in society in South Africa, it is the

African "Black" majority who still live below the poverty line. South African Social Security Agency is one of the government agencies that seek to curb poverty and open opportunities.

Scholars like Potts (2002) and Neves et al. (2009) share the same idea that there are numerous positive outcomes that social assistance brings for the betterment of the poor or those who are worse off in society. Neves et al. (2002) agree with Potts on the notion that social grants, in a form of a cash transfer, are able to remove any obstacles that prevent the poor people from accessing education, healthcare, and employment. Thus in the absence of social assistance, there wouldn't be such opportunities (Potts, 2002; Neves at al., 2009).

Further to that, Potts (2002) and Neves at al. (2009) have the same views that social assistance in the form of grants creates bigger opportunities for economic development. These grants open opportunities for the beneficiaries to have the ability to manage risk and insecurity, facilitating saving and investment, and supporting the development of local markets. Therefore, underperformance of SASSA employees would hinder or prevent such opportunities for the poor.

4.12 EMPLOYEES MUST BE PLACED IN POSITIONS IN LINE WITH THEIR QUALIFICATION OR PLACED IN TERMS OF EXPERIENCE

This question was designed to explore the role of Change Management at SASSA and also to get insight of the importance of qualification rather than experience. See the matrix below of the responses from the participants.

Matrix 4.1 placement of employees using their qualifications and experience

Response	Collective Explanations
Qualification	Qualifications are important in any circumstances, because they show that the job holders have been trained in that field and also have a love of that particular field, as they have chosen that career at university level. G 13, E 13, F 13, C 13, G 13, E 12, F 12, C 12, E 10, F 10, G7, E7 F 7, C 7, G 5.

Experience	Sometimes being on the job for a long time creates a bond and love, therefore experience must be considered as well in other instances. C 10, C 5, G 5
Both are equal	Qualification without experience has no value. G 10, F 5

Figure 4.11
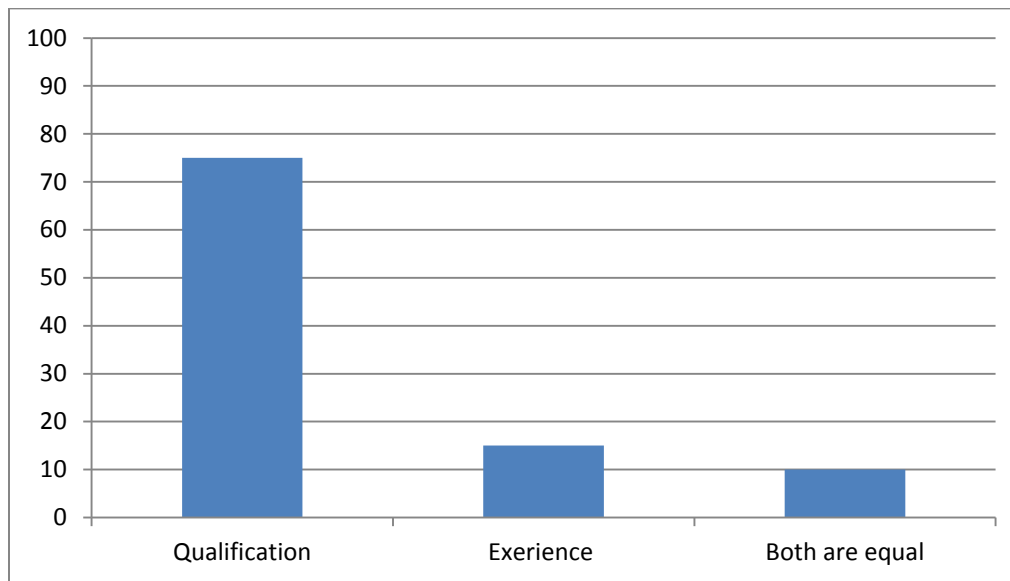
In answering the role of Change Management, 75% of the participants argued that qualifications are more important in the working environment, for example in finance posts one of the requirements is that the job holder must have a finance qualification so that they will be doing what they have been trained for. G 5 argues that:

"for now I think qualification is important because a person must be qualified for a job, e.g. here at Metro File, some of us are not even aware of archives or records management. I am sure all of us, even managers, do not even have qualifications of records management while they are people out there qualified and can do a better job. On the other hand, experience does count, but not more than qualification". G 5

On the other hand, 15% argue that experience is also important because a qualification alone is not enough. They argue that they are employees who have experience and perform their duties exceptionally although they do not have qualifications. Ten percent say that both are

equal; that means that if you have a qualification you must also have experience, and the other way around. Thus qualifications are important, or one of the core requirements of Change Management considerations, in order to uplift the SASSA standard of service. Balogun and Hailey (2008) argue that change processes are driven by several strategic considerations (Schilling and Steensma, 2001), including the need for more integrated ways of working (Rugman and Hodgetts, 2001) and the need to improve business performance (Balogun and Hope Hailey, 2008). To align job with qualifications is one of the SASSA Change Management considerations, and is a way to motivate and also make sure that SASSA renders the best service to its customers.

This third and final objective sought to discover and understand strategies to help improve the service standard at SASSA KZN; the objective is to interrogate the challenges and opportunities of Change Management.

Table 4.11: What are the Challenges that Lead to the Change of Management?

Response	Collective Explanations
Underperformance of employees	Employees are underperforming due to being misplaced
High level of unskilled employees	SASSA has a high number of unskilled employees because most of the advertised vacancies only required a matric certificate; therefore qualification was really important.
Don't know	Those who don't know were not aware of Change Management, so they were therefore not aware of any challenges that led to the implementation of Change Management.

Figure 4.12
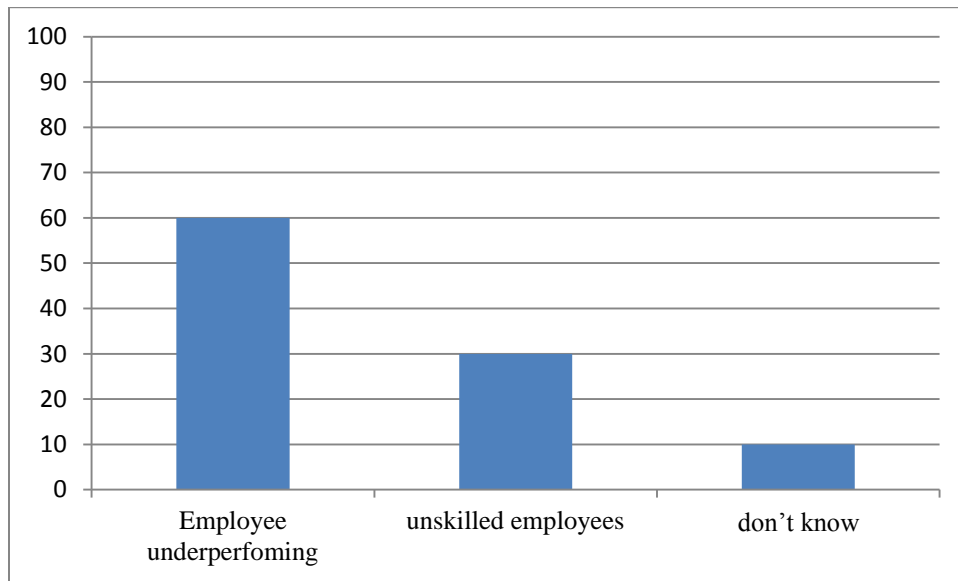
SASSA KZN has long been characterised as underperforming the branches in the other provinces. In order to address the problem, Change Management was introduced as the solution to curb the problems of underperformance. The Agency had to find where the flaws or the errors were so that they could be rectified. The majority (60%) of the participants argued that employees were misplaced; therefore the Agency needed a strategy to place its employees in relation to their qualification.

On the other hand, 30% of the participants argued that there were high numbers of unskilled employees at SASSA, and that lead to the underperformance of employees.

"SASSA has a high volume of unskilled employees because most of advertised vacancies only required matric certificate therefore qualification were really important".C8

The high level of unskilled employees arose, as one of the minimum requirements of recruitment was only a matric certificate. The solution the participants pointed to was a strict requirement for a degree or diploma for any vacancy. Those who responded that they don't know because they were not aware of Change Management were therefore not aware of any challenges that led to the implementation of Change Management.

4. 13 QUESTIONS ALIGNED WITH RESEARCH OBJECTIVES

Table 4.12

Research Question	Interview Question: Responding to a Research Question
What is the impact of Change Management on performance management at SASSA?	Do you think Change Management can be the solution to problems facing SASSA employees? If yes, how, and if not, why?
	Do you think Change Management worked for SASSA?

In order to answer the research questions, there were questions that were developed specifically to respond to the research question.

Change Management as a Solution to Problems of Underperformance of SASSA KZN employees.

Matrix 4.2

Response	Collective Explanations
Motivation of employees	Employees can be motivated through Change Management if they see change within their working environment; employees need a proper working environment which also allow for growth. G 13, E 13, F 13, C 13, E 12, F 12, C 12, E 10, F 10
Upgrade service standard	SASSA KZN can upgrade service standards to meet that of other provinces and can also create a bigger impact on poverty alleviation and open opportunities for its beneficiaries. G7, E, F 7, C 7, E 5
Don't know	Motivated by the lack of knowledge about Change Management G 5, C 5

Figure 4.13
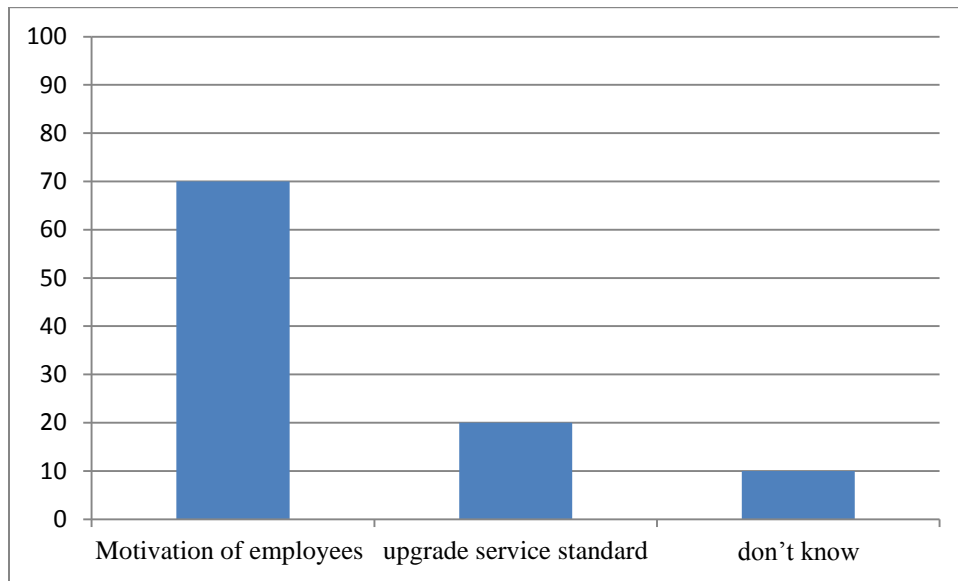
About 70% of the participants argued that Change Management can be the solution to problems facing SASSA employees. They argued that Change Management can motivate employees, since employees would be working in their field of study. Twenty percent also shared similar views that Change Management can also benefit SASSA as the employer by upgrading the service standard. C 10 argues that "if employees are happy, that means they are going to perform up to standard". Only 10% didn't know and their lack of knowledge was motivated by the fact that they were new in the agency.

4.14 CROSS-CASE ANALYSIS

Cross-case analysis includes both the quantitative and qualitative data collected through the survey questionnaire and the interview questions, with a focus of investigating the impact of Change Management at SASSA. Quantitative cross-case comparison is based on the unit from which the participants came and the level of their employment. This discussion is followed by the triangulation of data from the mixed method research design.

4.14.1 Cross-Case Comparison of Quantitative Research

Quantitative

The cross-case analysis focuses on the impact of Change Management; it will firstly outline the responses, focusing on the Units of Finance, Grants Administration, Executive Support and Co-operate Relations.

Of the eleven study participants who agreed that a change in management had a positive impact on performance management of SASSA employees, 53.57% (n=15) were from the Grants directorate, whilst 10.71% (n=3) were from the Executive Support directorate, as depicted in Table 4.12.

Table 4.12: Responses to the Question "Has a Change in Management at SASSA Produced a Positive Impact on Performance Management of SASSA Employees?" Stratified by Directorate.

	Totally Agree	Agree	NAD	Strongly Disagree	Disagree	Don't Know
Cooperate	2 (18.18)	4	4 (26.67)	0 (0)	0 (0)	0 (0)
Executive	5 (45.45)	(14.29)	1 (6.67)	2 (67.67)	0 (0)	1 (12.50)
Finance	2 (18.18)	3 (10.71)	1(6.67)	1 (33.33)	0 (0)	0 (0)
Grants	2 (18.18)	6 (21.43) 15 (53.57)	9 (60.00)	0 (0.00)	3 (100.0)	7 (87.50)
Total	11 (100)	28 (100)	10 (100)	3 (100)	3 (100)	8 (100)

Of the 15 study participants who neither agreed or disagreed that a change in management had a positive impact on performance management of SASSA employees, 46.67% (n=17) were at Level 5, whilst no Manager was unsure when asked the same question, as depicted in Table 4.13.

Table 4.13: Responses to the Question "Has a Change in Management at SASSA Produced a Positive Impact on Performance Management of SASSA employees?" Stratified by Level of Employment.

	Totally Agree	Agree	NAD	Strongly Disagree	Disagree	Don't Know
Rank						
Level 5	4 (36.36)	10	7 (46.67)	1 (33.33)	3 (100.0)	6 (75.0)
Level 7	2 (18.18)	(33.33)	2 (13.33)	0 (0.00)	0 (0.00)	1 (12.50)
Assistant	2 (18.18)	5 (16.67)	3 (20.00)	1 (33.33)	0 (0.00)	1 (12.50)
Manager	1 (9.09)	5 (16.67)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)
Manager	1 (9.09)	3(10.0)	2 (13.3)	1 (33.33)	0 (0.00)	0 (0.00)
Senior	1 (9.09)	6 (20.00)	1 (9.09)	0 (0.00)	0 (0.00)	0 (0.00)
Manager		1 (3.03)				
General						
Managers						
Total	11 (100)	30 (100.0)	15 (100)	3 (100)	3 (100)	8 (100)

Qualitative

Cross-Case Comparative Analysis of Qualitative Research

The comparative cross-case analysis for the qualitative part of the research is by the level of employment of the participants, and also by the unit where they are placed. There were 20 participants that were interviewed, and the majority of the participants argued that Change Management was positive in its character, judging by the positive consequences, the opportunities it brought and the maximum performances from the employees. About 85% of the participants pointed to the training of employees as a major tool for the effectiveness of Change Management. They argued that employees need to be informed on the policy so that they fully understand its procedures.

Matrix 4.3 Matrix Cross-Case Comparison of Qualitative Evidence from Interviewees on Selected Issues per Level

| Matrix Cross-Case Comparison of Qualitative Evidence from Interviewees on Selected Issues Per Level				
Issues	Level5	Level 7/8	Level 10	Level 12
Change Management was necessary	Change Management plays an important role in the performance management of employees	Change Management also helps employees to gain experience in their field of study	Change Management alone is not enough; management and employee buy-in goes hand in hand.	Change Management is a solution to curb issues of underperformance and uplifting the SASSA service standard.
Training of employees on the policy	Training is important to gain the buy-in of employees	Training is necessary in order to circulate the information	Training on Change Management only happened once, at the time of policy implementation	Training on PMDS and other policies has been provided. Documents are accessible
Communication	Employees must be informed of change in advance	Employees must be fully aware and have easy access to the information on the policy and its procedures	Change Management policy document must be easily accessible	Information must be accessible, transparent and the policy written in simple form so everyone will understand it

The participants argued that Change Management is necessary for SASSA and it is judged by its positive consequences. Change Management does treat employees as means to their own

ends. Employees benefit a lot from the policy, while it serves its purpose to uplift SASSA service standards. Therefore, in order to get buy-in, the Agency needs to train the employees so that they fully understand the policy and its procedures. Once the policy is communicated fairly across the board, Change Management will be more effective and will create a bigger impact in uplifting the SASSA service standard.

4.15 TRIANGULATION

The previous sections looked at how quantitative and qualitative data achieved the research objectives, answered the research questions, how themes emerged from the qualitative data and how all data applied to the theoretical framework, before a comparative cross-case analysis was presented. The cross-case analysis was accomplished with comparisons of sub-cases, which are embedded into the overarching case, namely SASSA. This section will discuss the triangulation of data produced by the study and conclude, based on the findings of both qualitative and quantitative designs and the secondary data collected.

Figure 4.14
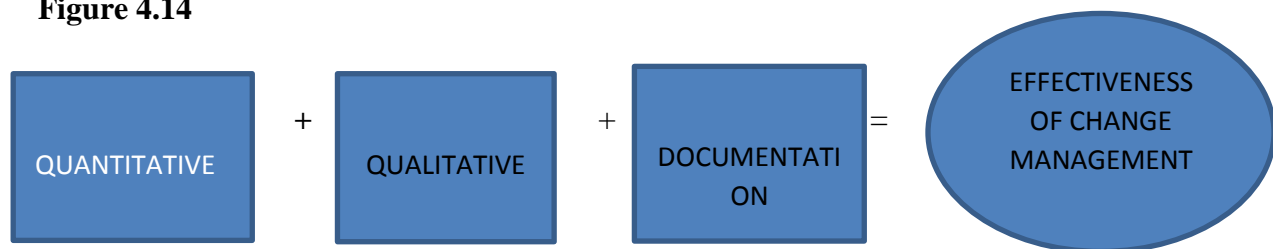
4.15.1 Triangulation of Data

To conclude, this study has added towards the literature of Change Management; that change is good for business and is also beneficial to both SASSA and its employees. Change processes are driven by several strategic considerations (Schilling and Steensma, 2001), including the need for more integrated ways of working (Rugman and Hodgetts, 2001) and the need to improve business performance (Balogun and Hope Hailey, 2008). For SASSA KZN, Change Management was necessary to uplift the employee's performance, and would also be beneficial to the Agency in order for it to provide the best service to its clients.

In comparison, both qualitative and quantitative findings share the same notion that Change Management was important for SASSA, and it was necessary for SASSA to implement it. About 75% of the participants in the survey argued that Change Management had a positive impact on performance improvement. In the semi-structured interviews, 72% of the participants responded with a similar argument that since Change Management was introduced there had been positive results and it had also contributed towards job satisfaction. Therefore, both qualitative and quantitative strategies were used to arrive at the same conclusion that Change Management was important for improved service delivery. Both methods lead the researcher to conclude that the placement of employees with the appropriate qualification in appropriate positions was important in the quest for improved service delivery at the KZN SASSA. Seemingly, the Agency has been losing direction in its recruitment strategy, the participants of the qualitative study argued that the Agency must be strict when it comes to the requirements needed for every post advertised, in order to eliminate the misplacement of employees.

4.16 CONCLUSION

This chapter firstly covered a brief overview of what SASSA is and its function. Both quantitative and qualitative data analysis were shown to reveal the participants' views about the impact of Change Management, and their responses were demonstrated using graphs, figures, matrixes and tables. The research objectives, research questions and hypothesis were proven and answered in the chapter using the themes that emerged from the study. After comparing the results of both the qualitative and the quantitative design, the study found that Change Management had a positive impact on SASSA's performance management. The author is of the view that if Change Management is properly implemented, it can create an even bigger impact. Chapter five will provide conclusions and recommendations.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter is firstly going to present the overview of the study, followed by the findings, focusing specifically on the main themes that emerged from the study. It will also focus on the conclusions drawn from the study, based on primary and secondary use of the data collected, and will later provide the recommendations. The lessons learnt from the study will be provided, together with the policy implications regarding the impact of change management at SASSA. The recommendations are drawn from the analysis, both from the interviews that were done at the SASSA regional office and the survey questionnaires that were distributed.

5.2   OVERVIEW OF THE STUDY

Chapter one of this study provided the background, problem statement and the summation of the research design and methods. SASSA KZN has been seen as one of regions that have been underperforming in terms of service delivery, compared to other provinces, and change was immediately needed in the Agency in order to provide better service to its clients. The Agency has seen the error with the misplacement of its employees, and Change Management provided the solution to align each and every employee's position with their qualifications, in order to give both the Agency and its employees positive outcomes. The Agency will increase its standard of service, as employees will work in their field of study and be able to utilise their skills. Employees will benefit as they will gain experience in their field of choice. Change Management has benefited some employees since its implementation, but most employees have not benefited because of their lack of knowledge of the process. Chapter one was designed to explore the role of Change Management at SASSA, examine the impact of Change Management for future policy makers and to interrogate the challenges and opportunities presented by the Change Management process.

Chapter two focused on what other scholars have reported about Change Management. In this chapter, this study provided a new era of Change Management in the public sector, as most writings are based on the private sector, where change is made to improve business productivity. This study provided Change Management as a tool for government entities to better their standard of service delivery. Chapter two also provided a theoretical framework that guided the study, together with the two most valuable elements to guide the study, namely independent and dependent variables – Change Management and effective service delivery.

Chapter three focused on the research design and methods. The study utilised the mixed method design, the pragmatic worldview underpinned the study and the SASSA regional office was used as the case study. The collection of data involved using methods from both quantitative and qualitative designs and the sequential exploratory approach was adopted. Due to the design and the analysis on the study, the study was triangulated and this increased validity, credibility and reliability.

Chapter four analysed and presented the data collected through both quantitative and qualitative research methods.

This chapter discusses the findings, conclusions and recommendations, followed by lessons learned and the effectiveness of Change Management at SASSA.

5.3 FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This study has contributed to the literature on Change Management, especially in the public sector. It has provided relevant arguments stating that employees need change from time to time, and that they must be employed based on their field of study. Alternatively, if an employee has worked in a particular division for a long time, then that employee must be equipped in terms of skill development and the Agency must assist that employee to acquire a qualification in that field.

Furthermore, the study offers the Agency a new strategy for the implementation of Change Management and provides an opportunity for the development of the policy that will guide

SASSA employees and be able to address the challenges of employee underperformance. The findings of the study show a link between the underperformance of employees and the lack of service delivery. The findings identify flaws from the relationship between employees and their expected duties. An employee might be qualified in finance but be working at the Grant Administration unit, thus the employee is misplaced and cannot perform their expected duties expertly. As a result, SASSA KZN is underperforming when compared to other provinces, and Change Management is needed to improve the level of service offered by SASSA to its clients.

5.3.1 Drafting the Policy of Change Management

Finding: One of the important findings that emerged from the study, both from the quantitative and qualitative data analysis, were the need to have a policy on Change Management that will be available to employees at any time and be written in simple form for the employees to understand, followed by proper implementation of the policy. There is clearly a lack of understanding of what Change Management actually is.

Conclusion: Based on the finding, it can be concluded that once there is a policy document on Change Management in SASSA, the process will be more effective and facilitate improved service delivery.

Recommendation: A recommendation that emerged from the participants is that a policy document be made available for employees to view at any time, in order to make Change Management more effective. Employees believe that their lack of knowledge regarding Change Management is as a result of not having a policy in place, as well as a lack of implementation of the Change Management process. Since Change Management started at SASSA, only employees who were working at the time that it was introduced are aware of the process. The policy must clearly explain the process and identify who qualifies for Change Management, because Change Management has recently been applied for and used as a form of transfer, rather than for its main objectives.

5.3.2 Consultation of Employees on Change Management Policy and Implementation

Finding: One of the findings of the study is the lack of knowledge; most SASSA employees that were interviewed showed a lack of knowledge of what Change Management is and about and its implementation.

Conclusion: A lack of knowledge results in non-effectiveness of the Change Management process. New employees that were employed after Change Management was brought into practice lack information on the implementation of Change Management.

Recommendation: In order for SASSA to address the issue of the lack of consultation, they need to have proper workshops to train employees on Change Management. The requisite policy documents must be available for employees at any time, through an agency website. One of the recommendations raised by a participant was the introduction of a new communication strategy that will allow the flow of information from the top level management of the Agency to the employees.

5.3.3 Training of New Employees on Change Management

Finding: A lack of training of employees on Change Management, especially new employees, is one of the major flaws that emerged from the study. Most new employees were not trained and were not even aware of the process, who to contact, who qualify for the criteria and what process need to be followed.

Conclusion: The study concluded that most employees were not aware of Change Management and its implementation. The study thus also points out those employees do not profit from the policy because they lack knowledge of it.

Recommendation: The study recommends that employees need to be trained so that they understand the difference between Change Management and staff transfer. Most employees use Change Management as a way to be transferred from one office to another, regardless of their field of study

5.4 LESSONS LEARNT FROM THE STUDY

There have been different arguments from different scholars about the effectiveness of Change Management. They have provided different theories and principles regarding the change. Most of the scholars' main focus was on Change Management in the private sector, providing insight into change for profit and the maximisation of profit for the better good of the company.

This study focuses on Change Management for the maximum benefit of the employees as well as the Agency, thus a win-win situation. At SASSA, Change Management enhances employees with experience in their field of choice and the employer with better standards of service for their clients.

5.5 CHAPTER SUMMARY

This chapter provided the overview of the study. All chapters were presented, together with the findings that emerged from the study, the conclusions that were drawn from the findings and the recommendations that were drawn from the conclusions. The hypothesis of the study stated that Change Management is the major tool for productive and effective service delivery at SASSA and it can also create a bigger impact, it can makes KZN SASSA Regional office to be on the same standard as other most outstanding performing provinces and it can also leads to the development of change management policy for SASSA KZN.

The study also responded to the research question that investigated the impact of Change Management and its implementation on SASSA employees. This chapter has further highlighted the context from previous chapters. Chapter Two provided the insight into what other authors have said about Change Management and Chapter Three, the research designs; this research used a mixed method, namely quantitative and qualitative methods, a sequential explanatory approach and a case study strategy. Chapter Four discussed the data collected using first and secondary data collection. The findings of the study proved the hypothesis to be correct; that Change Management is the major tool for productive and effective service delivery at SASSA and that it can also create a bigger impact.

There are major themes that emerged from the study; the lack of policy implementation, the lack of employees' training on the policy, and a lack of communication and understanding of the policy. The study concludes by providing recommendations and a conclusion. There is a necessity for the Agency to develop a policy of Change Management and have a proper implementation strategy. Once the policy is effective, SASSA KZN service delivery will be improved.

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APPENDIX A

UNIVERSITY OF KWAZULU-NATAL

COLLEGE OF LAW AND MANAGEMENT STUDIES

SCHOOL OF MANAGEMENT, IT and GOVERNANCE

1. **PERSONAL INFORMATION** Please indicate here-below your name, district, Local Office and Rank as part of participating on the questionnaire. This information will be used only to conduct analyses of the research, and will not be distributed, shared and handed over to anyone or institution.

Full Names							
Rank / Salary Level	Salary Level 5	☐	Salary Level 7	☐	Assistant Manager	☐	☐
	Manager	☐	Senior Manager	☐	General Manager	☐	☐

Unit	**Please tick only One**		**Please write any remarks**
	Executive Support	☐	
	Finance	☐	
	Grants	☐	
	Corporate Relations	☐	

SURVEY QUESTIONS

Please answer the following questions as diligent and as accurate as possible. For Section One, questions 1-21 indicate your level of agreement with the statement. The range of response options start at 6 – meaning that you totally agree with the statement through option 2 which means you strongly disagree with the statement. If you are feel indifferent and neither agree nor disagree with the statement, select option 4. Selecting the last option, which has a value of 1, indicates that you do not know anything about the statement. Select the response that best suits your level of agreement with the statement. There are no right or wrong answers. Your perceptions matter.

Section One	Totally agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
1. SASSA (KZN) has been underperforming in terms of performance than other provinces						
2. Underperformance was the result of lack of management						
3. Change management is the solution to curb problem facing the Agency						
4. Change management was properly implemented						
5. All SASSA employees are ware of change management in place						
6. The implementation processes are clearly outlined to employees in a written form						
7. Change management worked for SASSA						

8. It is necessary to have change management at SASSA					
9. SASSA employees were consulted on the implementation of change management strategy					
10. There are changes that were brought by the change management strategy					
11. Change Management has a positive impact on performance management on SASSA employee					
12. Properly implemented of change management leads to effective of employees.					
13. SASSA employees are aware of Change Management					
14. Experience is more important than educational qualification for change management					
15. All SASSA employees must be placed in line with their educational qualifications.					

APPENDIX B

2. **PERSONAL INFORMATION** Please indicate here-below your name, district, Local Office and Rank as part of participating on the questionnaire. This information will be used only to conduct analyses of the research, and will not be distributed, shared and handed over to anyone or institution.

Full Names						
Rank / Salary Level	Salary Level 5	☐	Salary Level 7	☐	Assistant Manager	☐
	Manager	☐	Senior Manager	☐	General Manager	☐

Unit	**Please tick only One**		**Please write any remarks**
	Executive Support	☐	
	Finance	☐	
	Grants	☐	
	Corporate Relations	☐	

Questions
a. What is the impact of Change Management on performance management on SASSA employee?
b. What are the challenges that lead to change of management?
c. Are SASSA employees aware of change management?
d. Do you thing change management can be the solution to problems facing SASSA employees? If yes, how and if not why?
e. What changes do you think will be brought by change management?
f. Do you think employees must be placed in positions in line with their qualification or placed in terms of experience?
g. Do you think the flaws are within the management or the structure of work?
h. If change management were done, how can it be done?
i. Do you think change management worked for SASSA?
j. Were you consulted on the change management strategy?

k.	Can you elaborate on the change management strategy?
l.	Do you see any changes after the change management strategy?
m.	How was the change management strategy implemented?
n.	Do you think it could have been introduced or implemented differently?
o.	What do you think change management means for the organisation?

APPENDIX C

UNIVERSITY OF ™
KWAZULU-NATAL

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YAKWAZULU-NATALI

July 2015

Mrs Pearl Sizeka Bhengu (214582452)
School of Management, IT & Governance
Westville

Dear Mrs Bhengu,

Protocol reference number: HSS/0750/015M
Project title: The impact of Change Management in the Public Service: Case study of SASSA

Full Approval – Expedited Application

In response to your application received on 22 June 2015, 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: should be securely stored in the discipline/department for a period of 5

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 TI Nzimakwe
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce